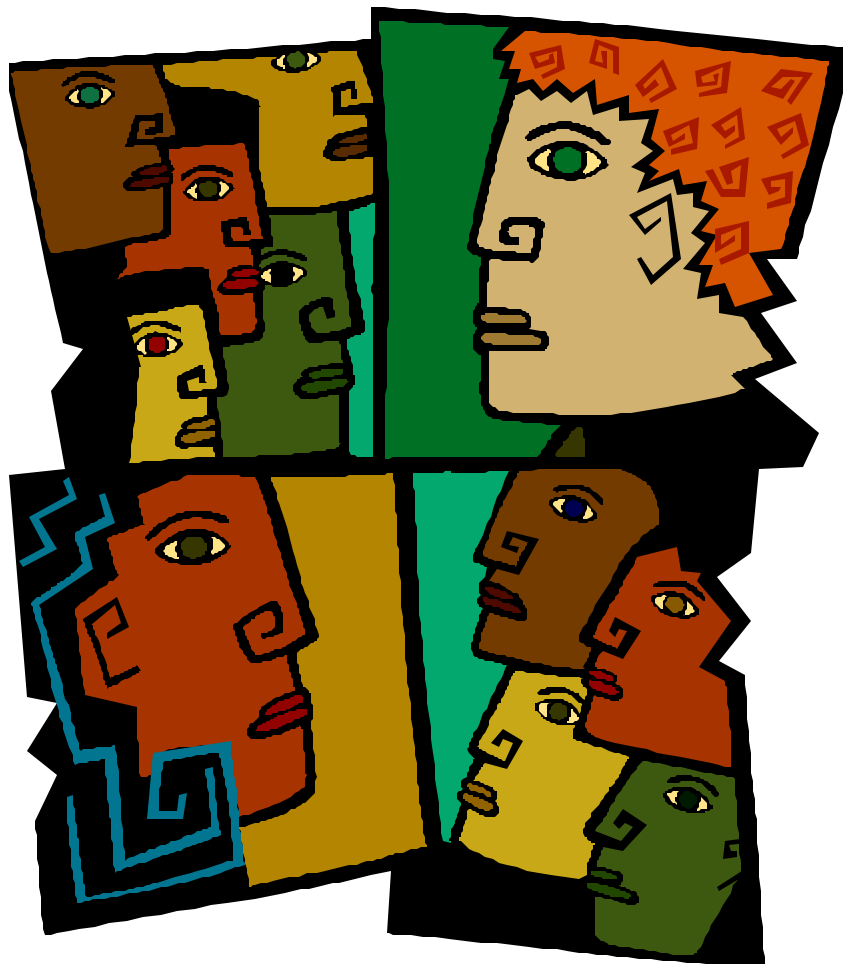


Equal Employment Opportunity & Diversity Plan Fiscal Year '01



Office of Human Resources



**You Cannot Learn How To Manage Diversity in the
Workplace Unless you are Surrounded By Diversity.**

Equal Employment Opportunity & Diversity Plan

Fiscal Year '01



**Montgomery County, Maryland
Office of Human Resources
EEO and Diversity Management Team
101 Monroe Street, 8th Floor
Rockville, Maryland 20850**

http://www.emontgomery.org/ohr/index_frameset.htm

Alternative formats of this Plan may be obtained through the Montgomery County Public Libraries.
Please note that certain statistical tables are not available in the electronic version of this Plan and
may be obtained from the Office of Human Resources.

FY 2001 EQUAL EMPLOYMENT OPPORTUNITY & DIVERSITY PLAN

Table of Contents

	<u>Page</u>
1. Message from County Executive	
2. Introduction by the Director of the Office of Human Resources	
3. Policy Statement and Responsibility for Implementation	1
4. Dissemination of EEO & Diversity Plan	2
5. Discussion of Workforce Analysis	3-4
6. Workforce Analysis Summary	5-7
7. Job Group Analysis Summary	8-12
8. Utilization Analysis Detail	13-16
9. Recruitment Objectives & Strategies	17-20
10. Accomplishments and Action Programs	
▪ Accomplishments	21
▪ Diversity Day Observance Program	22
▪ Partnership for Community Empowerment Grants	23-24
▪ Partnership for Youth Advancement Internship Program	25
▪ Organizational Effectiveness & Diversity Climate Initiative	26-27
▪ Departmental Diversity Initiatives	28-46
▪ Diversity Council Annual Report	47
11. Internal Audit Processes	48
12. Appendices	
Discrimination Laws	A
Sexual Harassment Policy	B
EEO Complaint Processing Guidelines	C
Diversity Council By-Laws	D
Definitions	E

**“ In Our Work Environment, We Recognize Diversity as a
Unique and Unifying Force Where All Individuals Are
Respected and Valued and Given an Equal Opportunity
for Success”**

The Honorable Douglas M. Duncan
Montgomery County Executive

On the occasion of the official launching of the County's Diversity Initiative
and the first Annual Diversity Day Observance Program
Rockville, Maryland, December 12, 1995

MESSAGE FROM THE COUNTY EXECUTIVE

Since 1995, when the County's Workforce Diversity Management Initiative was first launched, the Office of Human Resources has steadfastly worked to plan, implement, and promote many diversity-related initiatives. Under their guidance, we have made great strides in the areas of equal employment and workforce diversity and have learned to work together as a team to create an environment of inclusion. We should all be proud of our accomplishments over the past five years, many of which are highlighted below. As a County, we have:

- established "appreciating diversity" as one of our guiding principles, making diversity a critical component of every aspect of County business;
- incorporated "promoting a diverse workforce" as a mandatory performance outcome measure by which all managers with staffing responsibilities are evaluated;
- developed new strategies for outreach recruitment to minority and ethnic populations;
- created and supported the County's Diversity Council, which serves as a vital link between County employees and management on diversity-related issues and concerns;
- provided support to employee associations representing minority, ethnic, and diverse groups;
- increased the provision of diversity education and training courses, including sexual harassment training for all County employees;
- begun implementation of an Organization and Diversity Climate Survey in County departments;
- formalized and published EEO discrimination complaint processing guidelines;
- created and successfully conducted annual Diversity Day Observance programs;
- developed and administered the Partnership for Community Empowerment Grants Program for private, not-for-profit organizations representing African-Americans, Asian-Pacific Americans, Hispanic/Latinos, Native Americans, persons with disabilities, and women; and
- developed and administered the Partnership for Youth Advancement Internship Program for high school and college/university students from diverse backgrounds.

As I have stated before, my administration fully recognizes diversity as a unifying philosophy where **all** individuals are respected and valued and given an equal opportunity for success. It is my firm belief that diversity must remain the focus of our County work. We must make diversity a part of everything that we do, so that it is intertwined with all of our operations and programs. We must all realize that the work of diversity is never done. It takes a strong and continuous commitment from all involved, whether they are managers, supervisors, or employees.

I am convinced that the County's success in 2000 and beyond will be determined largely by the way we value and manage diversity. By valuing diversity, the County can make better decisions, market more effectively, and recruit and keep the best and most qualified employees. Let us then look at our diversity and see how it can be a positive asset to assist us in achieving our vision for the next millennium.

Douglas M. Duncan
County Executive

ABOUT THE EQUAL EMPLOYMENT OPPORTUNITY & DIVERSITY PLAN

I am pleased to issue the Equal Employment Opportunity & Diversity Plan for fiscal year 2001. We have worked diligently this past year to attract a broader pool of diverse and qualified individuals to the County, to create and maintain an environment of inclusion, and to ensure full and equal opportunity for all persons. This is evidenced by the many recent accomplishments in the area of EEO and workforce diversity presented in this Plan.

The following pages include a detailed analysis of the County's workforce by race, national origin, gender and EEO job category. By adopting a proactive and aggressive approach to outreach recruitment, we continue to realize consistent gains with respect to the representation of women and minorities in the workforce. However, if we are to maintain our position as a competitive and attractive employer in an ever-changing labor market, we must adopt innovative and creative approaches that allow us to continuously improve. Our goal is to achieve a diverse, qualified and talented workforce at all levels. Toward that end, targeted recruitment objectives and strategies designed to bring us closer to this goal are presented and discussed.

The Plan also includes updates to many of our ongoing programs and initiatives, such as the annual Diversity Day Observance Program, the Partnership for Community Empowerment Grants, the Partnership for Youth Advancement Internship Program, the County's Diversity Council, and our newest initiative, the Organizational Effectiveness and Diversity Climate survey.

While the Office of Human Resources is the lead agency responsible for EEO and workforce diversity, all County departments and offices share this responsibility. The Equal Employment Opportunity & Diversity Plan for fiscal year 2001 features a first attempt to summarize the many positive and excellent diversity-related projects and activities undertaken by individual County departments and offices. It is important to remember that for the County to succeed, we must all ultimately share the responsibility for valuing and managing diversity. Toward that end, I applaud the work and continued support provided by individual departments and offices to the County's Diversity Initiative.

As we take pride in our many accomplishments, let us also recognize that our work is never done. As we look to the future, the Office of Human Resources will continue to take the lead in developing new and innovative ways for all of us to demonstrate our commitment to **appreciating diversity**.

Marta Brito Perez, Director

**POLICY STATEMENT AND
RESPONSIBILITY FOR
IMPLEMENTATION**

POLICY STATEMENT

Montgomery County is an Equal Opportunity Employer committed to workforce diversity. It is the policy of Montgomery County to conduct all employment activities in a manner that will ensure equal employment opportunity for all persons without regard to race, color, religion, national origin, sex, marital status, disability, sexual orientation, or political affiliation. Supervisors and managers are responsible for ensuring that individuals under their supervision are provided with a work environment that is free from discrimination and harassment of any kind. Employment discrimination is prohibited by Federal, State, and local laws and will not be tolerated.

RESPONSIBILITY FOR IMPLEMENTATION

The EEO and Diversity Management Team in the Office of Human Resources is the entity in Montgomery County that is responsible for implementing, promoting, and ensuring compliance with the County's Equal Employment Opportunity (EEO) Policy. The Team serves to promote fairness, equity, and respect for diversity in the workplace. Department directors and County officials are responsible for implementing the objectives of the County's EEO and Diversity Plan in their respective areas. Managers and supervisors bear a special responsibility to ensure that employees under their supervision are provided with a work environment free from discrimination. Ultimately, it is the responsibility of all employees and managers to protect the right of all individuals to work in an environment free from discrimination and harassment of any kind.

**DISSEMINATION OF EQUAL
EMPLOYMENT OPPORTUNITY &
DIVERSITY PLAN**

DISSEMINATION OF EQUAL EMPLOYMENT OPPORTUNITY & DIVERSITY PLAN

The County's Equal Employment Opportunity & Diversity Plan shall be made available to applicants, employees, and the general public through the Office of Human Resources (OHR). OHR disseminates the Plan to all Department and Office Directors. They in turn, are responsible for disseminating the information in the Plan to employees in the respective departments, as requested. The Plan is also disseminated to the Montgomery County Diversity Council, the Office of Community Outreach, and the African American, Hispanic/Latino, and Asian Pacific American Liaisons in the Office of the County Executive. In addition, the plan will be disseminated to the African American Advisory Group, Asian Pacific American Advisory Group and the Hispanic/Latino Advisory Group whose members are appointed by the County Executive.

The County distributes copies of the County's EEO and Sexual Harassment policies contained in the Equal Employment Opportunity & Diversity Plan during employee orientations and the policies are reiterated throughout the year in various County-wide communications. The policies are available and/or posted at all County facilities and work sites. Related information on EEO and diversity is promulgated through OHR's FYI periodical and restated in memoranda from the County Executive to all employees on at least an annual basis. The information is also available on the County's website.

DISCUSSION OF WORKFORCE ANALYSIS

DISCUSSION OF WORKFORCE ANALYSIS

Montgomery County has made great strides in increasing the employment of individuals traditionally underrepresented in the work force. The Work Force Analysis and Executive Branch Summary show dramatic increases in the number of women and minorities in all job groups Countywide. While the County's overall workforce increased by 3.81% from Fiscal Year (FY) 1998 to FY 2000, the number of females in the workforce increased 3.82% and the number of minority members increased 7.61% in the same interval, thereby exceeding the County's overall growth rate (see Executive Branch Summary table). Individually, all protected groups experienced a similarly significant increase in representation. Hispanic representation showed the greatest degree of change with an increase of 15.22% since FY 1998. Representation of Asian individuals increased 13.78%, Black representation increased 5.00%, and American Indian representation increased 3.64%. The disproportionately high rate of increases indicates that the targeted recruitment strategies employed by the County have indeed been successful in meeting the objectives of increasing the diversity of the County's workforce.

The County has also made significant improvement in the utilization of females and minorities as compared with the qualified and available labor market statistics (see Utilization Analysis). Most notably, females and minorities are well represented in the top ranks of the County Government, the Officials and Administrators job group. The data show no statistically significant underutilization of women and minorities in this job group. However, the Utilization Analysis still revealed areas of our workforce composition that warrant attention. Females continue to be underrepresented in the Mid level Officials and Administrators job group as well as in the Professional (Other), Protective Services (Officials), Skilled Craft, and most supervisory job groups. Black employees are underrepresented in the Professionals, Technicians, Protective Services, Skilled Craft, and Service Maintenance (Supervisory) job groups. Hispanic individuals are underutilized in the Protective Services (Officials) and Paraprofessionals (Supervisory) job categories. The Analysis also reveals a statistical underutilization of Asians in the Technicians and Paraprofessionals (Supervisory) job groups. The Analysis shows no statistically significant underutilization of American Indians, based on the available labor market.¹

The County's goal is to promote diversity in the workforce and increase the utilization of all underrepresented groups. Therefore, the County continues to aggressively pursue recruitment outreach strategies and activities targeted at underrepresented areas. These activities are specifically addressed in *Recruitment Objectives and Strategies*.

¹ It is important to note that the utilization data is based on 1990 Census data, which is the standard benchmark currently used by the Federal government. The new 2000 census data has not yet been made available. The utilization analysis will no doubt change significantly when the new census data is released, as the demographics of the local labor market have changed dramatically in the last decade.

Executive Branch Summary

	Total Employees	Total Females	Total Minorities	Black	Hispanic	Asian P/I	Americ Indian
FY 1998	7,111	3,168	2,314	1,641	335	283	55
% of Total		44.6%	32.5%	23.1%	4.7%	4.0%	0.8%
FY 1999	7,205	3,185	2,374	1,673	347	298	56
% of Total		44.2%	32.9%	23.2%	4.8%	4.1%	0.8%
FY 2000	7,382	3,289	2,488	1,723	386	322	57
% of Total		44.6%	33.7%	23.3%	5.2%	4.4%	0.8%

	Total Employees	Total Females	Total Minorities	Black	Hispanic	Asian P/I	Americ Indian
<u>FY98-FY99</u>							
% Change by Category	1.3%	0.5%	2.6%	2.0%	3.6%	5.3%	1.8%
<u>FY99-FY00</u>							
% Change by Category	2.5%	3.3%	4.8%	3.0%	11.2%	8.1%	1.8%
<u>FY98-FY00</u>							
% Change by Category	3.8%	3.8%	7.5%	5.0%	15.2%	13.8%	3.6%

Assumptions:

- 1) Totals based upon PRI report data as of May 2000.
- 2) Totals based upon filled, full-time and part-time, permanent positions. Also, Tax and Non-Tax supported position are included in totals.
- 3) Does not include legislative branch and judicial branch departments.

WORKFORCE ANALYSIS SUMMARY

WORK FORCE ANALYSIS SUMMARY

The following Work Force Analysis Summary provides a statistical breakdown of the workforce composition of the various Departments and Offices in the Executive Branch of Montgomery County Government, by gender and race/ethnicity. The racial/ethnic groups identified include White (W), Black (B), Hispanic/Latino (H), Asian Pacific American (A), and American Indian (I). The data is presented in numbers and percentages of the total workforce for each Department.

Work Force Analysis Summary

Executive Branch County-Wide
07/01/2000

Department	Total	Total Min	Female							Male						
			Tot	W	B	H	A	I		Tot	W	B	H	A	I	
BOARD OF ELECTIONS	17	4	14	11	1	2	0	0		3	2	1	0	0	0	
		23.53	82.35	64.71	5.88	11.76	0.00	0.00		17.65	11.76	5.88	0.00	0.00	0.00	
COMMISSION FOR WOMEN	10	2	10	8	1	1	0	0		0	0	0	0	0	0	
		20.00	100.0	80.00	10.00	10.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
COMMUNITY USE OF PUBLIC FACILI	19	9	14	7	2	2	3	0		5	3	1	0	1	0	
		47.37	73.68	36.84	10.53	10.53	15.79	0.00		26.32	15.79	5.26	0.00	5.26	0.00	
CORRECTIONS & REHABILITATION	349	186	132	68	56	7	1	0		217	95	114	6	2	0	
		53.30	37.82	19.48	16.05	2.01	0.29	0.00		62.18	27.22	32.66	1.72	0.57	0.00	
COUNTY ATTORNEY'S OFFICE	63	10	42	35	3	2	2	0		21	18	2	1	0	0	
		15.87	66.67	55.56	4.76	3.17	3.17	0.00		33.33	28.57	3.17	1.59	0.00	0.00	
COUNTY EXECUTIVE'S OFFICE	41	16	32	19	10	1	2	0		9	6	2	1	0	0	
		39.02	78.05	46.34	24.39	2.44	4.88	0.00		21.95	14.63	4.88	2.44	0.00	0.00	
ECONOMIC DEVELOPMENT	30	12	22	14	3	1	3	1		8	4	1	1	1	1	
		40.00	73.33	46.67	10.00	3.33	10.00	3.33		26.67	13.33	3.33	3.33	3.33	3.33	
ENVIRONMENTAL PROTECTION	44	9	18	12	4	1	0	0		26	23	1	1	1	0	
		20.45	40.91	27.27	9.09	2.27	0.00	0.00		59.09	52.27	2.27	2.27	2.27	0.00	
ETHICS COMMISSION	2	0	2	2	0	0	0	0		0	0	0	0	0	0	
		0.00	100.0	100.0	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00	0.00	
FINANCE	102	35	64	40	11	3	9	1		38	27	4	0	7	0	
		34.31	62.75	39.22	10.78	2.94	8.82	0.98		37.25	26.47	3.92	0.00	6.86	0.00	
FIRE & RESCUE SERVICE	967	206	140	116	15	5	3	1		827	645	123	36	13	10	
		21.30	14.48	12.00	1.55	0.52	0.31	0.10		85.52	66.70	12.72	3.72	1.34	1.03	
HEALTH & HUMAN SERVICES	1336	522	1125	688	285	92	54	6		211	126	52	17	15	1	
		39.07	84.21	51.50	21.33	6.89	4.04	0.45		15.79	9.43	3.89	1.27	1.12	0.07	
HEALTH & LICENSE COMMISSION	10	3	5	2	3	0	0	0		5	5	0	0	0	0	
		30.00	50.00	20.00	30.00	0.00	0.00	0.00		50.00	50.00	0.00	0.00	0.00	0.00	
HOUSING & COMMUNITY AFFAIRS	109	38	63	37	18	4	4	0		46	34	10	2	0	0	
		34.86	57.80	33.94	16.51	3.67	3.67	0.00		42.20	31.19	9.17	1.83	0.00	0.00	
HUMAN RELATIONS COMMISSION	19	11	14	6	7	1	0	0		5	2	2	0	1	0	
		57.89	73.68	31.58	36.84	5.26	0.00	0.00		26.32	10.53	10.53	0.00	5.26	0.00	
HUMAN RESOURCES	57	20	39	26	10	2	1	0		18	11	2	4	1	0	
		35.09	68.42	45.61	17.54	3.51	1.75	0.00		31.58	19.30	3.51	7.02	1.75	0.00	
INFORMATION SYSTEMS & TELECOMS	110	41	43	23	8	2	10	0		67	46	10	3	8	0	
		37.27	39.09	20.91	7.27	1.82	9.09	0.00		60.91	41.82	9.09	2.73	7.27	0.00	
INTERGOVERNMENTAL RELATIONS	4	0	2	2	0	0	0	0		2	2	0	0	0	0	
		0.00	50.00	50.00	0.00	0.00	0.00	0.00		50.00	50.00	0.00	0.00	0.00	0.00	

Work Force Analysis Summary

Executive Branch County-Wide
07/01/2000

Department	Total	Total Min	Female						Male					
			Tot	W	B	H	A	I	Tot	W	B	H	A	I
LIQUOR CONTROL	222	72	35	26	6	1	1	1	187	124	50	11	0	2
		32.43	15.77	11.71	2.70	0.45	0.45	0.45	84.23	55.86	22.52	4.95	0.00	0.90
MANAGEMENT & BUDGET	37	11	18	13	3	1	1	0	19	13	1	2	3	0
		29.73	48.65	35.14	8.11	2.70	2.70	0.00	51.35	35.14	2.70	5.41	8.11	0.00
NON-DEPARTMENTAL ACCOUNT *	19	10	12	7	3	1	1	0	7	2	2	1	2	0
		52.63	63.16	36.84	15.79	5.26	5.26	0.00	36.84	10.53	10.53	5.26	10.53	0.00
PERMITTING SEREVICES	170	42	49	32	10	4	2	1	121	96	12	5	7	1
		24.71	28.82	18.82	5.88	2.35	1.18	0.59	71.18	56.47	7.06	2.94	4.12	0.59
POLICE	1489	311	545	423	88	19	12	3	944	755	143	23	17	6
		20.89	36.60	28.41	5.91	1.28	0.81	0.20	63.40	50.71	9.60	1.54	1.14	0.40
PROCUREMENT	26	15	15	6	6	1	2	0	11	5	3	2	1	0
		57.69	57.69	23.08	23.08	3.85	7.69	0.00	42.31	19.23	11.54	7.69	3.85	0.00
PUBLIC INFORMATION	11	4	6	4	2	0	0	0	5	3	1	0	1	0
		36.36	54.55	36.36	18.18	0.00	0.00	0.00	45.45	27.27	9.09	0.00	9.09	0.00
PUBLIC LIBRARIES	461	152	385	267	44	19	52	3	76	42	21	3	9	1
		32.97	83.51	57.92	9.54	4.12	11.28	0.65	16.49	9.11	4.56	0.65	1.95	0.22
PUBLIC WORKS & TRANSPORTATION	1348	652	293	126	137	12	15	3	1055	570	360	71	41	12
		48.37	21.74	9.35	10.16	0.89	1.11	0.22	78.26	42.28	26.71	5.27	3.04	0.89
RECREATION	153	48	92	68	16	5	2	1	61	37	20	2	2	0
		31.37	60.13	44.44	10.46	3.27	1.31	0.65	39.87	24.18	13.07	1.31	1.31	0.00
REGIONAL SERVICE CENTERS	27	7	18	12	6	0	0	0	9	8	1	0	0	0
		25.93	66.67	44.44	22.22	0.00	0.00	0.00	33.33	29.63	3.70	0.00	0.00	0.00
SHERIFF'S OFFICE	130	42	40	29	6	2	2	1	90	59	20	3	7	1
		32.31	30.77	22.31	4.62	1.54	1.54	0.77	69.23	45.38	15.38	2.31	5.38	0.77
* Not established as a separate department; employees are assigned to the Executive Branch but paid from non-departmental funding sources.														
Facility Total	7382	2490	3289	2129	764	191	182	22	4093	2763	959	195	140	35
% of Facility Total		33.73	44.55	28.84	10.35	2.59	2.47	0.30	55.45	37.43	12.99	2.64	1.90	0.47

JOB GROUP ANALYSIS SUMMARY

JOB GROUP ANALYSIS SUMMARY

The following Job Group Analysis Summary provides a statistical breakdown of the workforce composition in each job group represented in the Executive Branch of Montgomery County Government, by gender and race/ethnicity. The racial/ethnic groups identified include White (W), Black (B), Hispanic/Latino (H), Asian Pacific American (A), and American Indian (I). The data is presented in numbers and percentages of the total workforce for each job group.

Job Group Analysis Summary

Executive Branch County-Wide
07/01/2000

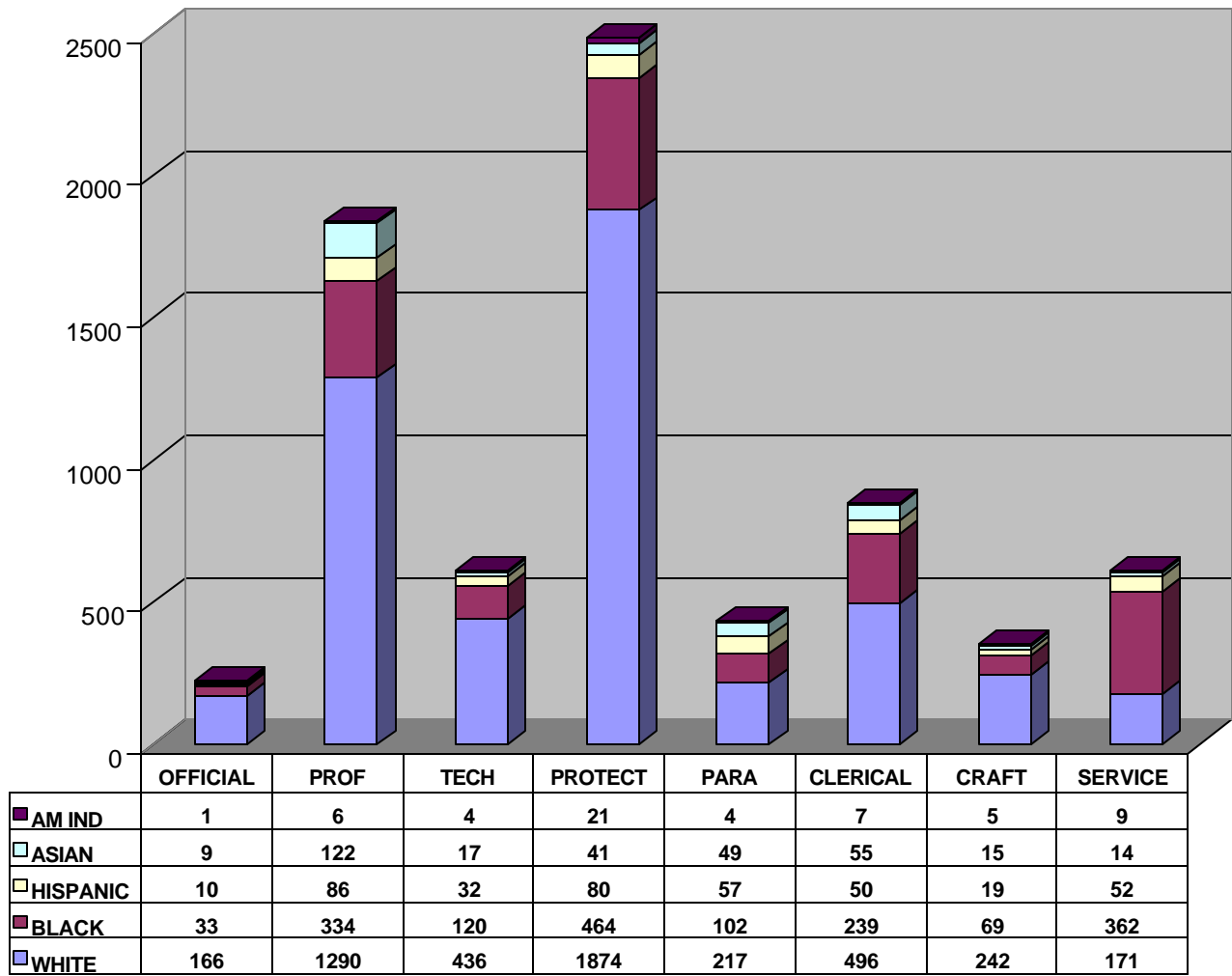
Job Group	Total	Total Min	Female							Male						
			Tot	W	B	H	A	I		Tot	W	B	H	A	I	
11 Officials & Administrators	32	9	11	7	3	1	0	0		21	16	3	1	1	0	
		28.13	34.38	21.88	9.38	3.13	0.00	0.00		65.63	50.00	9.38	3.13	3.13	0.00	
12 Officials & Administrators-Mid	187	44	76	53	16	5	2	0		111	90	11	3	6	1	
		23.53	40.64	28.34	8.56	2.67	1.07	0.00		59.36	48.13	5.88	1.60	3.21	0.53	
21 Professionals(Nurses, SW, Lib	481	100	435	349	58	9	17	2		46	32	10	2	2	0	
		20.79	90.44	72.56	12.06	1.87	3.53	0.42		9.56	6.65	2.08	0.42	0.42	0.00	
22 Professionals-Other	1034	367	600	377	129	36	54	3		434	290	78	29	36	1	
		35.49	58.03	36.46	12.48	3.48	5.22	0.29		41.97	28.05	7.54	2.80	3.48	0.10	
23 Professionals-1st Line Supers	324	82	179	129	40	6	4	0		145	113	19	4	9	0	
		25.31	55.25	39.81	12.35	1.85	1.23	0.00		44.75	34.88	5.86	1.23	2.78	0.00	
31 Technicians	577	168	329	224	71	19	12	3		248	185	45	13	4	1	
		29.12	57.02	38.82	12.31	3.29	2.08	0.52		42.98	32.06	7.80	2.25	0.69	0.17	
33 Technicians 1st Line Supers	32	5	5	2	3	0	0	0		27	25	1	0	1	0	
		15.63	15.63	6.25	9.38	0.00	0.00	0.00		84.38	78.13	3.13	0.00	3.13	0.00	
41 Protective Service Officials	428	48	40	37	3	0	0	0		388	343	32	5	5	3	
		11.21	9.35	8.64	0.70	0.00	0.00	0.00		90.65	80.14	7.48	1.17	1.17	0.70	
42 Protective Service Patrol	1969	531	451	357	72	14	5	3		1518	1081	332	59	31	15	
		26.97	22.91	18.13	3.66	0.71	0.25	0.15		77.09	54.90	16.86	3.00	1.57	0.76	
43 Protective Service Other	83	27	33	21	11	1	0	0		50	35	14	1	0	0	
		32.53	39.76	25.30	13.25	1.20	0.00	0.00		60.24	42.17	16.87	1.20	0.00	0.00	
51 Paraprofessionals	375	197	308	145	72	50	37	4		67	33	18	5	11	0	
		52.53	82.13	38.67	19.20	13.33	9.87	1.07		17.87	8.80	4.80	1.33	2.93	0.00	
53 Paraprofessionals 1st Line Sup	54	15	13	11	1	0	1	0		41	28	11	2	0	0	
		27.78	24.07	20.37	1.85	0.00	1.85	0.00		75.93	51.85	20.37	3.70	0.00	0.00	
61 Office & Clerical	641	265	595	349	170	38	34	4		46	27	10	4	4	1	
		41.34	92.82	54.45	26.52	5.93	5.30	0.62		7.18	4.21	1.56	0.62	0.62	0.16	
62 Office & Clerical-Other	196	83	94	48	27	4	15	0		102	65	30	4	1	2	
		42.35	47.96	24.49	13.78	2.04	7.65	0.00		52.04	33.16	15.31	2.04	0.51	1.02	
63 Office & Clerical 1st Line Sup	10	3	0	0	0	0	0	0		10	7	2	0	1	0	
		30.00	0.00	0.00	0.00	0.00	0.00	0.00		100.0	70.00	20.00	0.00	10.00	0.00	
71 Skilled Craft	330	105	8	5	1	0	1	1		322	220	66	19	13	4	
		31.82	2.42	1.52	0.30	0.00	0.30	0.30		97.58	66.67	20.00	5.76	3.94	1.21	
73 Skilled Craft 1st Line Supers	20	3	0	0	0	0	0	0		20	17	2	0	1	0	
		15.00	0.00	0.00	0.00	0.00	0.00	0.00		100.0	85.00	10.00	0.00	5.00	0.00	
81 Service Maintenance	570	427	106	14	82	8	0	2		464	129	269	44	14	7	
		74.91	18.60	2.46	14.39	1.40	0.00	0.35		81.40	22.63	47.19	7.72	2.46	1.23	

Job Group Analysis Summary

Executive Branch County-Wide
07/01/2000

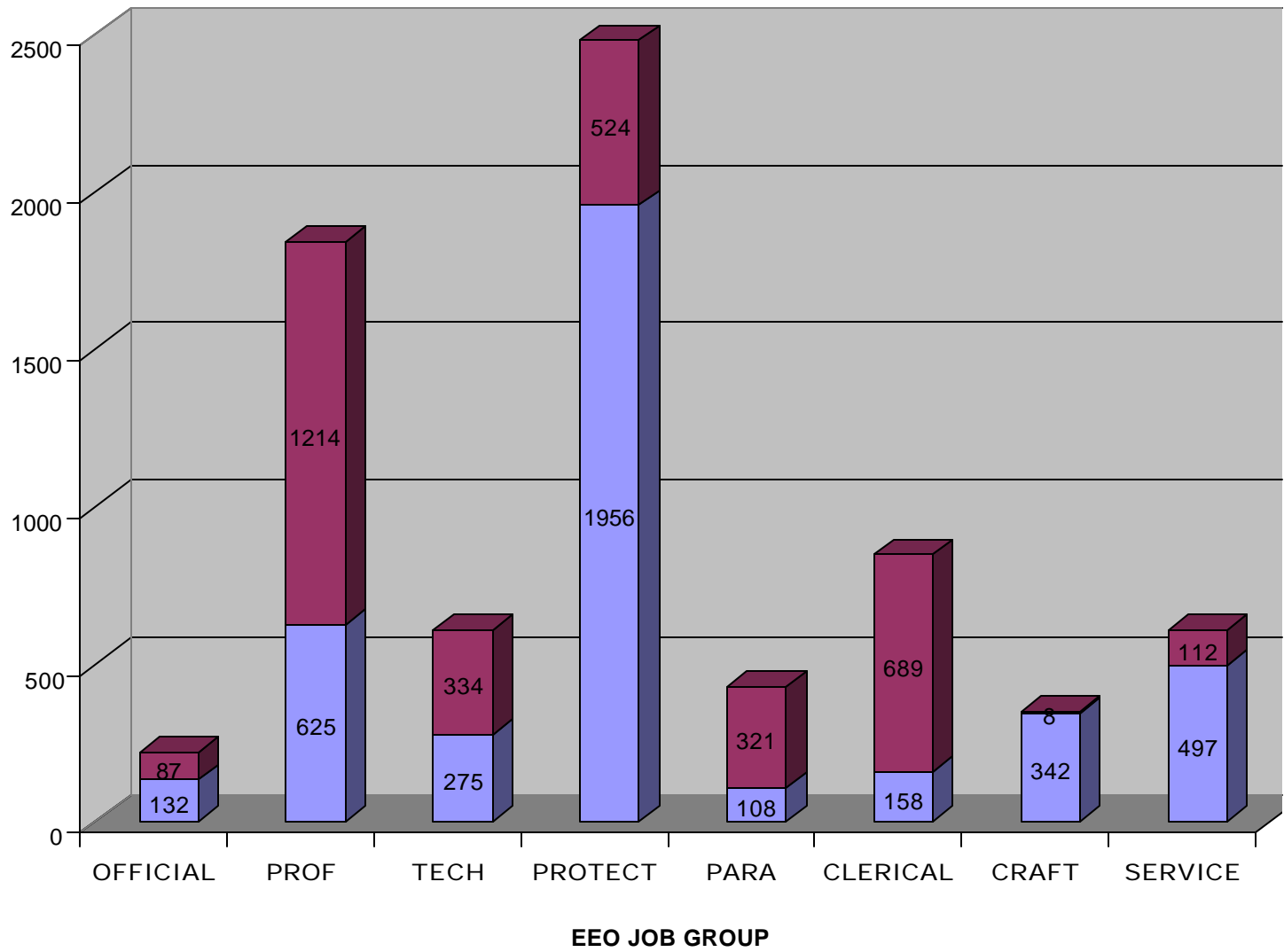
Job Group	Total	Total Min	Female							Male						
			Tot	W	B	H	A	I	Tot	W	B	H	A	I		
	39	11	6	1	5	0	0	0	33	27	6	0	0	0		
		28.21	15.38	2.56	12.82	0.00	0.00	0.00	84.62	69.23	15.38	0.00	0.00	0.00		

JOB GROUP DISTRIBUTION BY RACE/ETHNICITY



EEO JOB GROUP

JOB GROUP DISTRIBUTION BY GENDER



UTILIZATION ANALYSIS DETAIL

UTILIZATION ANALYSIS DETAIL

The following Utilization Analysis Detail provides a statistical breakdown of the County's workforce composition in each job group by gender and race/ethnicity, as compared with the availability of qualified individuals in the community and/or national labor force. Underutilization is indicated when the difference between the County's workforce and the available qualified workforce is greater than two standard deviations. County workforce data is presented in numbers and percentages while the available workforce data is presented in terms of percentages only, for each job group. Please note that this analysis is based on 1990 U.S. Census data which is the most recent census data made available by the Federal Government. Although not reflective of the current demographics of the community, it is currently the data that is officially used by the Federal Government in determining underutilization.

Utilization Analysis Detail

Executive Branch County-Wide
07/01/2000

Job Group	Total WF	Category	Work Force	WF (%)	Availability (%)	Difference (#)	Num Std Deviations	Under-utilized?
11 Officials & Administrators	32	Female	11	34.38	42.06	-2.5	-0.88	
		Minority	9	28.13	19.91	2.6	1.16	
		Black	6	18.75	13.19	1.8	0.93	
		Hispanic	2	6.25	3.68	0.8	0.77	
		Asian	1	3.13	2.35	0.2	0.29	
		AmIndian	0	0.00	0.63	-0.2	-0.45	
12 Officials & Administrators-Mid	187	Female	76	40.64	61.68	-39.3	-5.92	Yes
		Minority	44	23.53	27.70	-7.8	-1.28	
		Black	27	14.44	17.95	-6.6	-1.25	
		Hispanic	8	4.28	4.14	0.3	0.10	
		Asian	8	4.28	5.23	-1.8	-0.59	
		AmIndian	1	0.53	0.32	0.4	0.51	
21 Professionals(Nurses, SW, Lib	481	Female	435	90.44	80.18	49.4	5.64	
		Minority	100	20.79	33.46	-61.0	-5.89	Yes
		Black	68	14.14	25.72	-55.7	-5.81	Yes
		Hispanic	11	2.29	2.91	-3.0	-0.81	
		Asian	19	3.95	4.49	-2.6	-0.57	
		AmIndian	2	0.42	0.25	0.8	0.70	
22 Professionals-Other	1034	Female	600	58.03	66.63	-88.9	-5.87	Yes
		Minority	367	35.49	36.87	-14.3	-0.92	
		Black	207	20.02	25.27	-54.3	-3.89	Yes
		Hispanic	65	6.29	5.42	9.0	1.24	
		Asian	90	8.70	5.64	31.7	4.27	
		AmIndian	4	0.39	0.51	-1.3	-0.57	
23 Professionals-1st Line Supers	324	Female	179	55.25	67.86	-40.9	-4.86	Yes
		Minority	82	25.31	31.01	-18.5	-2.22	Yes
		Black	59	18.21	20.22	-6.5	-0.90	
		Hispanic	10	3.09	4.46	-4.5	-1.20	
		Asian	13	4.01	5.89	-6.1	-1.43	
		AmIndian	0	0.00	0.38	-1.2	-1.11	
31 Technicians	577	Female	329	57.02	53.87	18.2	1.52	
		Minority	168	29.12	37.73	-49.7	-4.27	Yes
		Black	116	20.10	27.13	-40.5	-3.79	Yes
		Hispanic	32	5.55	4.61	5.4	1.07	
		Asian	16	2.77	5.25	-14.3	-2.66	Yes
		AmIndian	4	0.69	0.72	-0.2	-0.08	
33 Technicians 1st Line Supers	32	Female	5	15.63	56.62	-13.1	-4.68	Yes
		Minority	5	15.63	29.51	-4.4	-1.72	
		Black	4	12.50	20.57	-2.6	-1.13	
		Hispanic	0	0.00	5.35	-1.7	-1.34	
		Asian	1	3.13	2.93	0.1	0.07	
		AmIndian	0	0.00	0.66	-0.2	-0.46	
41 Protective Service Officials	428	Female	40	9.35	22.19	-55.0	-6.40	Yes
		Minority	48	11.21	26.87	-67.0	-7.31	Yes
		Black	35	8.18	20.61	-53.2	-6.36	Yes
		Hispanic	5	1.17	3.64	-10.6	-2.73	Yes
		Asian	5	1.17	1.75	-2.5	-0.92	
		AmIndian	3	0.70	0.87	-0.7	-0.38	

Note: Underutilization is determined using the Two Standard Deviation Test

Yes indicates Number of Standard Deviations <= -2.00

Utilization Analysis Detail

Executive Branch County-Wide
07/01/2000

Job Group	Total WF	Category	Work Force	WF (%)	Availability (%)	Difference (#)	Num Std Deviations	Under-utilized?
42 Protective Service Patrol	1969	Female	451	22.91	19.51	66.8	3.80	Yes Yes
		Minority	531	26.97	37.33	-204.1	-9.51	
		Black	404	20.52	33.69	-259.3	-12.4	
		Hispanic	73	3.71	2.58	22.2	3.15	
		Asian	36	1.83	0.78	20.7	5.30	
		AmIndian	18	0.91	0.21	14.0	6.94	
43 Protective Service Other	83	Female	33	39.76	41.94	-1.8	-0.40	
		Minority	27	32.53	15.21	14.4	4.39	
		Black	25	30.12	9.26	17.3	6.55	
		Hispanic	2	2.41	1.84	0.5	0.39	
		Asian	0	0.00	3.28	-2.7	-1.68	
		AmIndian	0	0.00	0.82	-0.7	-0.83	
51 Paraprofessionals	375	Female	308	82.13	74.05	30.3	3.57	
		Minority	197	52.53	38.82	51.4	5.45	
		Black	90	24.00	26.49	-9.3	-1.09	
		Hispanic	55	14.67	5.44	34.6	7.88	
		Asian	48	12.80	6.45	23.8	5.01	
		AmIndian	4	1.07	0.43	2.4	1.88	
53 Paraprofessionals 1st Line Sup	54	Female	13	24.07	81.43	-31.0	-10.8	Yes Yes Yes Yes
		Minority	15	27.78	50.90	-12.5	-3.40	
		Black	12	22.22	24.44	-1.2	-0.38	
		Hispanic	2	3.70	13.55	-5.3	-2.11	
		Asian	1	1.85	11.90	-5.4	-2.28	
		AmIndian	0	0.00	1.00	-0.5	-0.74	
61 Office & Clerical	641	Female	595	92.82	87.35	35.1	4.17	
		Minority	265	41.34	37.98	21.5	1.75	
		Black	180	28.08	29.67	-10.2	-0.88	
		Hispanic	42	6.55	3.86	17.3	3.55	
		Asian	38	5.93	3.93	12.8	2.61	
		AmIndian	5	0.78	0.50	1.8	0.99	
62 Office & Clerical-Other	196	Female	94	47.96	66.84	-37.0	-5.61	Yes
		Minority	83	42.35	40.77	3.1	0.45	
		Black	57	29.08	29.48	-0.8	-0.12	
		Hispanic	8	4.08	4.92	-1.6	-0.54	
		Asian	16	8.16	5.94	4.4	1.32	
		AmIndian	2	1.02	0.39	1.2	1.43	
63 Office & Clerical 1st Line Sup	10	Female	0	0.00	77.84	-7.8	-5.93	Yes
		Minority	3	30.00	42.37	-1.2	-0.79	
		Black	2	20.00	29.53	-1.0	-0.66	
		Hispanic	0	0.00	5.78	-0.6	-0.78	
		Asian	1	10.00	6.27	0.4	0.49	
		AmIndian	0	0.00	0.78	-0.1	-0.28	
71 Skilled Craft	330	Female	8	2.42	14.68	-40.5	-6.29	Yes Yes Yes
		Minority	105	31.82	49.03	-56.8	-6.26	
		Black	67	20.30	39.85	-64.5	-7.25	
		Hispanic	19	5.76	5.39	1.2	0.29	
		Asian	14	4.24	3.51	2.4	0.72	
		AmIndian	5	1.52	0.23	4.2	4.83	

Note: Underutilization is determined using the Two Standard Deviation Test
Yes indicates Number of Standard Deviations <= -2.00

Utilization Analysis Detail

Executive Branch County-Wide
07/01/2000

Job Group	Total WF	Category	Work Force	WF (%)	Availability (%)	Difference (#)	Num Std Deviations	Under-utilized?
73 Skilled Craft 1st Line Supers	20	Female	0	0.00	3.20	-0.6	-0.81	
		Minority	3	15.00	31.71	-3.3	-1.61	
		Black	2	10.00	20.51	-2.1	-1.16	
		Hispanic	0	0.00	5.59	-1.1	-1.09	
		Asian	1	5.00	4.13	0.2	0.20	
		Amindian	0	0.00	1.47	-0.3	-0.55	
81 Service Maintenance	570	Female	106	18.60	41.08	-128.2	-10.9	Yes
		Minority	427	74.91	58.83	91.7	7.80	
		Black	351	61.58	52.02	54.5	4.57	
		Hispanic	52	9.12	4.03	29.1	6.19	
		Asian	14	2.46	1.84	3.5	1.09	
		Amindian	9	1.58	0.84	4.2	1.93	
83 Service Maintenance 1st Line S	39	Female	6	15.38	18.59	-1.3	-0.52	Yes Yes
		Minority	11	28.21	73.75	-17.8	-6.46	
		Black	11	28.21	60.30	-12.5	-4.10	
		Hispanic	0	0.00	9.17	-3.6	-1.98	
		Asian	0	0.00	2.56	-1.0	-1.01	
		Amindian	0	0.00	1.55	-0.6	-0.78	

Note: Underutilization is determined using the Two Standard Deviation Test
Yes indicates Number of Standard Deviations <= -2.00

RECRUITMENT OBJECTIVES & STRATEGIES

RECRUITMENT OBJECTIVES AND STRATEGIES

I Recruitment Philosophy

It is the policy of Montgomery County to conduct all employment activities on the basis of merit and in a manner that will ensure equal opportunity for all persons without regard to race, color, religion, national origin, sex, sexual orientation, marital status, age, or disability. The County's goal is to provide full and equal opportunity for qualified individuals.

To this end, the County employs strategies to attract a diverse and qualified pool of candidates from which to make employment decisions. Recognizing the value of diversity in terms of the skills, abilities, experiences, and perspectives of individuals, Montgomery County strives to achieve inclusiveness through recruitment outreach and by identifying and eliminating barriers to diversity in recruitment.

II Recruitment Objectives

The County's goal is to achieve a diverse cadre of qualified employees and eliminate barriers to optimum utilization of underrepresented employees. To this end, the Office of Human Resources (OHR) has and will continue to expand and target its recruitment outreach efforts to include currently underrepresented communities. The County's objectives are to increase representation of qualified females and minorities in all EEO job groups.

III Recruitment Strategies

OHR is the primary agency responsible for performing recruitment activities for County-wide employment. Through OHR, the County strives to meet its recruitment objectives by expanding outreach in areas serving the Black, Hispanic, and Asian communities, and through the use of media and organizations representing minorities and women. The County and OHR have adopted the following strategies and steps to achieve these objectives:

General

- OHR conducts a Targeted Recruitment Seminar for all County agencies and HR Specialists;
- OHR meets with individual departments in a consulting capacity to advise them on outreach to women and minorities in their department-specific recruitment efforts;
- OHR established a Recruitment Outreach Work Group, comprising Department managers and HR specialists, that meets monthly to discuss current recruitment needs, diversity outreach, strategies, impending job fairs, etc.
- OHR assembled and convened a Task Force on Recruitment and Selection to review its current procedures for the purpose of enhancing its recruitment outreach and removing barriers to diversity.

- OHR attends a variety of training programs to enhance its recruitment capabilities, including:
 - Cornell University School of Industrial & Labor Relations, Recruitment & Selection Course
 - Recruitment Techniques Seminar
- OHR coordinates and sponsors an Annual Diversity Day for employees and members of the community to promote diversity in the County.
- The County has initiated development of a Cultural Diversity Center that will serve as a liaison between the County Government and the County's many ethnic communities, and provide outreach and career development services, among other things.

Women

- The County sponsors programs promoting outreach and related services to women through the Montgomery County Commission for Women. These programs include:
 - Re-entry to the Workforce Workshop
 - Take Your Daughter to Work Day
- The County attends job fairs targeted at female audiences to promote employment opportunities with the County Government, including:
 - Women's Fair
 - Feminist Expo 2000

Minorities/Ethnic Communities

- OHR has established contact with Radio One, a minority-owned radio station, to pursue its media outreach strategy;
- OHR advertises job opportunities in the following publications/websites with high minority/ethnic readership:
 - Affirmative Action Register
 - Washington Afro American
 - Baltimore Sun;
 - Minorities-jb.com;
 - DCJobs.com;
 - Black Caucus American Library Association;
 - Minorities job bank;
 - Job.blackcollegian.com
 - El Pregonero
 - Hispanic Reporter
 - El Tiempo Latino
 - Washington China Post
 - Washington China Times
 - Korea Times
 - Vietnamese Weekly
- OHR supports the activities of the African American and Hispanic Employees Associations and co-sponsors educational and career development programs offered by these two organizations.

- OHR attends the following job fairs to promote job opportunities within minority/ethnic communities:
 - NAACP High-Tech Career Fair
 - MNCPPC Diversity Career Fair
 - NAACP Diversity & High Tech Job Fair
 - Bowie State University Employment Fair
 - Morgan State University
 - Lambda Alpha Epsilon, Northern Virginia Community College
 - American University Diversity Networking Session
 - Representative Albert Wynn Job Fair
 - AAFAE Job Fair
 - DC Chamber of Commerce Job Fair
 - NAACP, National Convention
 - Howard University Career Fair
 - NAACP Career Fair
 - Ethnic Heritage Festival
 - University of Maryland Multi-ethnic Career & Job Fair
 - University of Md. Multiethnic Career & Job Fair
 - Hispanic Collegiate Conference
 - People Expo
 - Baltimore Sun's Career Fair
 - Asian American Summit
 - El Preconero Hispanic Job Fair
 - Asian Pacific American Heritage Kickoff
 - Latino Heritage Month
- OHR administered the Community Empowerment Grant Program which funds non-profit initiatives that support minority and ethnic communities through educational, employment, career development and outreach activities.
- OHR has established liaisons with a variety of organizations representing ethnic and multicultural alliances for the purposes of announcing employment opportunities. These organizations include:
 - Hispanic Unidos de Montgomery County
 - Hispanic Employees Association
 - Asian American Liaison

Special Recruitments

- The County participates in the following outreach events to address special recruitment needs:
 - University of Baltimore Criminal Justice Career Day, (Police, Corrections, Sheriff)
 - Towson University Career Day, (Police)
 - NAACP High-Tech Career Fair (Information Technology)
 - NAACP Diversity & High Tech Job Fair, (Information Technology)
 - Infinity Career Expo (Health & Human Services)
 - Anne Arundel County JSEC Job Fair (Police)
 - President's Disability
 - Mainstream Disability

- Business Advisory Council for Mainstream, Inc., (Bi-monthly meeting of Advocacy groups for the Disabled);

IV Conclusion

The County undertakes the aforementioned steps as apart of its comprehensive Recruitment Outreach & Strategies Plan. As evidenced in the Workforce Analysis, these measures have proven successful in meeting the County's objective of increasing the representation of women and minorities in the County's workforce. OHR continues to engage in on-going monitoring of its performance vis-à-vis its recruitment objectives through its newly developed applicant tracking system.

ACCOMPLISHMENTS AND ACTION PROGRAMS

ACCOMPLISHMENTS

Fiscal year 2000 was an exciting year of many accomplishments in the area of EEO and workforce diversity. The County's commitment to the guiding principle of **appreciating diversity** was evidenced through a variety of County-wide and department-specific initiatives. Through collaboration with public entities, schools, colleges, and key community organizations and leaders, the County has enhanced and strengthened ongoing projects and begun new initiatives designed to promote a diverse and inclusive workforce.

This section highlights the progress made with respect to ongoing initiatives such as the annual Diversity Day Observance Program, Community Empowerment Grants, and internship programs for high school and college students. In addition, during FY '00 the Office of Human Resources launched a new initiative focused on Organizational Development. Through this initiative, employees are given the opportunity to comment on all aspects of leadership, diversity, management issues, and organizational processes within their department. Data from surveys, focus groups, and interviews is collected and analyzed, identifying the strengths, weaknesses, and any special areas of concern to the organization.

In addition to County-wide and OHR sponsored initiatives, a number of Departmental projects are highlighted in this section, as well as a report from the County's Diversity Council, which continues to keep abreast of issues and concerns related to equal employment and workforce diversity.

DIVERSITY DAY OBSERVANCE PROGRAM

For the last five years, OHR has been the lead County department responsible for organizing the Annual Diversity Day Observance Program. This special celebration was initiated in 1995 when the County Executive launched a County-wide Diversity Initiative designed to create a positive work environment across all departments and agencies. Since then, the EEO and Diversity Management Team has coordinated and conducted the Diversity Day celebratory program. The County's Diversity Day program has been extremely successful, drawing increasing numbers of participants from both County Government and other public and private sector employers. The program has been nationally recognized and has received special citations and commendations from the Office of Governor Parris Glendening, the Office of the Montgomery County Executive and the Montgomery County Council, the National Institutes of Health, the Food and Drug Administration, the mayors of the cities of Rockville, Gaithersburg, and Takoma Park, and many other organizations.

Last November, the County was invited to speak at the Hudson Institute in Indianapolis, Indiana. The Institute, which in 1987 published the now renowned Labor Department's "Workforce 2000 Study," requested that the significance and the uniqueness of the County's Diversity Day program and its impact to the County's workforce and community be discussed. A special article about the mission and successes of Diversity Day was written by the EEO and Diversity staff and published as a national case study in the *Profiles in Diversity Journal*, Cleveland, Ohio, in its fall 1999 issue.

In FY00, the Diversity Day Observance Program was attended by approximately 2500 participants. There were over 110 exhibits and booths offering diversity related information and selling ethnic arts, crafts and foods. The combination of nationally known speakers, cultural and ethnic entertainers, and international foods, coupled with the wealth of diversity-related informational booths and unique arts and crafts, resulted in an extremely successful event that was enjoyed by all.

PARTNERSHIP FOR COMMUNITY EMPOWERMENT GRANTS

In 1997, the County Executive launched the Partnership for Community Empowerment Grants (PCEG) Program as a way to broaden public access through project grants and encourage organizations to empower their communities more effectively and more directly. The PCEG Program provides one-time grants to private not-for-profit organizations, agencies and community groups in Montgomery County representing African-Americans, Asian Pacific Americans, Hispanic/Latinos, Native Americans, persons with disabilities and women. Since 1997, the EEO and Diversity Management Team in the Office of Human Resources has coordinated the Program, with contract administration assistance provided by other County departments and offices.

Since 1997, the PCEG Program has grown and become more visible each year, resulting in increasing numbers of community organizations expressing interest and submitting grant proposals. During the first year of the Program, requests for proposal were sent to more than 1000 organizations in the County, resulting in the award of 8 grants to community organizations totaling \$90,000. By contrast, in FY 2000, a total of thirteen grants totaling \$282,108 were recommended by the County Executive and approved for funding (see below). The request for proposal and application package is now disseminated to over 5,000 community organizations each year. A total of 39 proposals were received for consideration for funding in FY 01. Nineteen projects totaling \$344,670 were recommended by the County Executive and approved for funding in FY 01 by the County Council.

Organizations receiving Community Empowerment Grants for projects conducted in FY 00 included:

- Suburban Maryland Chapter of Sigma Pi Fraternity
- Korean American Senior Citizens Association of Maryland.
- The Shepherd's Table
- Catholic Charities
- Alzheimer's Association, Greater Washington Chapter
- Community Ministries of Rockville (Latino Outreach Program)
- Mainstream
- Family Support Center
- Ninos Unidos de Montgomery County.
- National Alliance of Vietnamese American Service Agencies and the Maryland Vietnamese Mutual Association
- Support Employment Enterprise Corporation and Epilepsy Association of Maryland
- Hispanic Chamber of Commerce
- Lincoln Park Historical Foundation

Organizations receiving Community Empowerment Grants for FY01 include:

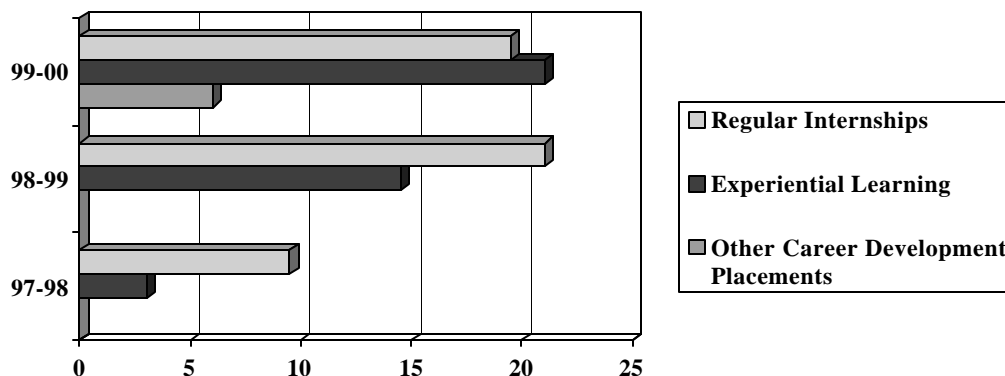
- Silver Spring Community Leadership Initiative
- CASA of Maryland, Inc.
- Rehabilitation Opportunities
- Community Ministries of Rockville
- Crossway Community, Inc.
- Silver Spring Team for Children and Families
- Communities in Schools of Montgomery County
- Catholic Charities
- Institute for Family Development
- Rainbow Outreach Ministries
- Korean American Senior Citizens Associations of Maryland
- Korean Community Service Center of Greater Washington
- African American Festival of Academic Excellence
- Korean American Education Foundation
- Self-Help for Hard of Hearing People, Inc.
- Rockville Chamber of Commerce
- Montgomery Times Foundation
- Maryland Central Korean Seventh Day Adventist Church
- League of Korean Americans, Montgomery County
- Chinese Culture and Community Service Center, Inc.

PARTNERSHIP FOR YOUTH ADVANCEMENT (PYA) INTERNSHIP PROGRAM

In 1997, the County Executive launched the PYA Program, coordinated by the Office of Human Resources (EEO and Diversity Management Team). The goal of the Program is to provide students from diverse backgrounds, cultures, disabilities, socio-economic characteristics and origins with relevant unpaid work situations that offer them practical experiences, career alternatives and real-life workplace situations.

In the last few years, the PYA program has grown and has become more visible in the schools and in the community. During the first academic year of the program (1997-98 school year), the County placed nine students in regular internships where they received community service credit. In addition, three students with disabilities were placed in short-term assignments under an experiential learning component. During the 1998-99 school year, twenty-one students were placed in regular internships and fourteen special needs students received experiential learning assignments. During the 1999-00 academic year, ten high school students and nine college/university/adult education students receiving either community service or academic credit were placed in the County. Twenty-one (21) special needs students also participated in experiential learning placements and six students from middle schools participated in other short-term career development “shadowing” placements in several County departments.

Since the PYA Program began, the majority of placements in County departments have been high school students. During FY 01, increased marketing efforts (such as fairs and the internet) are being directed toward local colleges and universities. It is expected that college-level students would bring a higher level of knowledge, skill and motivation to the Program, and may earn academic credit while working as interns for County departments. Many of the community organizations and students in high schools and colleges/universities interested in the PYA Program are speakers of other languages. The most effective way to market the Program in these communities is through the speaker’s native language by way of flyers and advertising information in ethnic/minority media. Selected translations of the PYA bulletins, press releases, and promotional materials into other languages will assure that speakers of other languages have a full understanding of the internship opportunities available with the County.



Organizational Effectiveness and Diversity Climate Initiative

The County-wide organizational development and diversity climate initiative was launched in 1999 and serves as a proactive tool that provides managers and supervisors with a diagnosis of their department. Through survey administration, focus groups and interviews, employees are given opportunities to comment on all aspects of leadership, diversity, management issues, and organizational processes within their department. By analyzing the data collected, the strengths and weaknesses of the organization are identified, special areas of concern highlighted, and recommendations developed for action planning for problem resolution. The key benefit to this approach is that departments can quickly address identified managerial or organizational problems, and by doing so, may prevent complaints, grievances, or other disagreements in the work place that might otherwise have occurred and affected the achievement of organizational goals and objectives.

The Management Consultation Process

OHR uses a centralized approach to its management consultation activities and has developed a management consultation process based on two commonly practiced organizational development (OD) interventions--diagnostic activities and process consultation. In broad terms, the process consists of gathering organizational data to determine strengths and development areas within the organization and working jointly with appropriate organizational members to identify opportunities and resolve problems. Specifically, it consists of the following steps: initial contact; data gathering; analysis; feedback; follow-up/intervention; and reevaluation.

Initial Contact: During this phase, OHR defines the overall management consultation process for the client and provides a clear picture of how, when, and why the process relates to the client's expectations. Organizational development then becomes an on-going process within the organization. To begin this on-going process, the client and OHR enter into a contract which further defines the expectations, goals, roles, and the methods that will be used in the change effort.

Data Gathering: Once a "contract" relationship is established, the next step is to gather data on the client organization. OHR takes a survey-guided approach to gathering data to gain insight into the organization's environment and its management processes.

The survey instrument

OHR has developed an organizational and diversity climate survey that assesses the overall climate in the organization, and more specifically, those systems, structures and aspects of managerial and employee behavior, which impact the day-to-day environment. The survey allows us to determine the employees' perception of how things are going in the organization. Because organizational and diversity climate directly affects job satisfaction, it also, in turn, impacts both individual and organizational productivity.

The survey used encompasses 15 dimensions: Role Clarity, Respect, Communication, Reward System, Career Development, Planning and Decision-

Making, Innovation, Relationships, Teamwork and Support, Quality of Service, Conflict Management, Commitment and Morale, Training and Learning, Direction, and Diversity Management. Demographic data such as the employees' job category, age, race, disability status, gender, sexual orientation, and seniority are also collected so that separate analyses may be performed for particular subgroups.

Method

The survey is administered at the work site in such a way that anonymity and confidentiality are guaranteed. Respondents are also given an opportunity to add subjective information and comments, affording the opportunity to capture other relevant information not included in the survey instrument. In addition to the survey process, data are gathered during personal interviews and/or focus groups with employees.

Analysis: All data gathered are analyzed by the OHR consultants to establish an initial assessment of the client organization. This involves identifying more clearly the strengths and the weaknesses of the organization from a leadership and management perspective. Where problems are identified, further analysis may be done to determine if the problem is unique to a single work group or involves multiple groups within the organization.

Feedback: Using the preliminary analysis as a base, OHR consultants verify their assessment of those areas needing reinforcement. Consultants identify goals to be achieved and actions to be taken to reinforce or change those processes within the organization needing attention. Any plans formulated, however, are not to be used as prescriptive cures to associated issues. Instead, this planning is designed to allow OHR and the organizational members to formulate a flexible road map. OHR consultants will facilitate transfer of ownership to department managers and assist them with developing management options and action plans to resolve identified difficulties.

Follow-up/Intervention: Following feedback sessions to managers and employees, OHR continues to work closely with the organization to facilitate and aid the department in implementing needed changes. In addition, the change process is monitored to ensure that appropriate actions are being taken.

Re-assessment: During this stage, OHR assesses the degree of change in the client organization. The purpose is to determine if the change was successful and is progressing in accordance with the client-consultant action plan. If the change was unsuccessful then further consulting activity may be necessary. Following the completion of the entire consultation process (i.e., surveys, interviews, feedback and interventions), departments will be reevaluated through a follow-up survey. In general, this will take place at least two years after the completion of initial interventions.

DEPARTMENTAL DIVERSITY INITIATIVES FY 2000

Many departments and agencies launched their own departmental initiatives to promote diversity in their workforce. The following pages itemize the individual initiatives and activities implemented by departments and agencies in FY 2000 to support the County's guiding principle of appreciating diversity. These efforts contributed to the success of Montgomery County in meeting its objectives of increasing and promoting diversity in the County Government.

DEPARTMENTAL DIVERSITY INITIATIVES

FY2000

BOARD OF LICENSE COMMISSIONERS

Initiated a targeted recruitment for multi-lingual skills for an Alcoholic Beverage Code Enforcement I Inspector position with the Board of License Commissioners. The position required either Chinese, Korean or Spanish language skills. Subsequently, a Spanish language applicant was selected. This has enabled the Board of License Commissioners to effectively communicate and better address alcoholic beverage issues and concerns within Latino owned and operated licensed establishments in Montgomery County.

Participating member of the County's Diversity Council.

Department contribution made for Diversity Day activities.

Department contribution to the African American Employees' Association.

Participating member of the County Executive's Latino Outreach Initiative.

Participated in the Human Rights Conference on Community Race Relations "We are not There Yet" sponsored by the County's Human Relations Commission on September 27, 1999.

Attended OHR Training "Communicating Services Across Cultural Lines."

Contributed \$4,000 for Alcoholic Certificate Training to the Latino Community Alcoholic License establishments.

COMMISSION FOR WOMEN

Career counseling and psycho/social counseling is available in Spanish at the Counseling Center.

Workshops have been offered in Spanish on issues such as Latino entrepreneurs, divorce legal rights for women and better communication with your children/teenagers.

The center provided a session where individuals could take a Spanish version of the Bureau of Census test for employment to assist with the 2000 Census.

Outreach to the community this fiscal year has included: participation in the Hispanic Festival held at Montgomery College; participation in the fair at Wheaton Plaza for Hispanic Heritage month; representation at meeting of the Families Association of the Inter-American Development Bank; sponsorship of Diversity Day; participation in the Montgomery Pride Festival; participation in International Fiesta Day; and sponsorship of the National Forum for Black Public Administrators Conference.

Several fliers and brochures are published in languages including Spanish, Vietnamese & Chinese.

The center had a representative at the Chinese Moon Festival. An article in Chinese was printed in a local publication for that community.

Staff of the Commission for Women & commissioners met with women from Kazakstan; staff also met with a delegation from Costa Rica regarding the services provided at the Commission.

The Commission for Women met with women from diverse local organizations during our Council of Presidents meeting held three times a year.

The Commission maintains an ethnically diverse mailing list for all of our mailings and outreach.

The Commission for Women created the Montgomery County Women's History Quilt. The project represents the diversity of women's organizations within the county.

The "Take our Daughters to Work Day Program" for Montgomery County Government Employees is organized by the Commission for Women. Special effort is taken by the Commission to include a diverse group of presenters. Special outreach is also undertaken to include the children of all Montgomery County Government Employees.

The 20th Annual Women's Legislative Briefing held in February is done in collaboration with a diverse network of over 50 local women's organizations.

The Commission for Women created 23 Summer Computer Camp Scholarships for low-income girls and girls for whom English is a second language. The camp is offered by Montgomery College and is part of the Girls in Technology Initiative of the Commission.

The Commission developed a website for employers to find sample policies on important work life issues including workplace violence prevention, parental leave and fair employment practices.

The Commission sponsors the Montgomery County Women's Fair.

COMMUNITY USE OF PUBLIC FACILITIES

Warm-up activities centered on topics of diversity are held at the beginning of monthly staff meetings.

The Interagency Coordinating Board's Advisory Committee on Diversity Initiatives has been restructured and revitalized.

A partnership has been established with the Department of Recreation to establish the New Americans Welcome Center, a project of the Center for Cultural Diversity.

A staff retreat was held on diversity training and included True Colors and the art of Feng Shui.

Informational brochures are in the process of being translated into multiple languages.

The office has focused on ensuring a diverse staff complement. In the last 2 years, the office has grown from a staff of 18 to a staff of 23 (57% white, 22% African American, 13% Asian Pacific American 9% Hispanic/Latino, 74% female and 26% male).

CORRECTION AND REHABILITATION

The department has a representative on the County's Diversity Council.

The department provided financial assistance and support to the County's Diversity Day Observance Program.

The department is in the process of a mass recruitment for the new facility in Clarksburg. As a result, the recruitment team has had several Hispanic/Latino job fairs and has participated in Asian Pacific American Heritage days as well as placing advertisements in periodicals and at military bases.

Spanish is now taught as an elective course for Correctional employees.

COUNTY EXECUTIVE

Supported and staffed the Office of Community Outreach in its mission of reaching out to minority and ethnic communities and promoting a mutually beneficial relationship.

Prepared comprehensive, multilingual brochures and informational flyers on all County activities and services of special interest to minorities.

Prepared, distributed, and maintained a list of employees with multilingual skills.

Convened media forums to provide information on County programs & services.

Coordinated housing, education, health, economic development & employment fairs.

ECONOMIC DEVELOPMENT

The Department of Economic Development implemented diversity initiatives through staffing (new hires to fill vacancies) and program activities through the Business Resource Center. Thirty-eight percent of new hires were persons with diverse racial backgrounds. Of these employees, 63% were women.

Two major conferences were held to identify contracting opportunities and to provide technical assistance. Through active marketing efforts, the department was able to attract fifty-percent participation from diverse populations.

As a result of the department's outreach efforts to organizations and other community groups, 48% of the clients counseled at the Business Resource Center represented diverse backgrounds (African Americans 29%, Asian Pacific Americans 10.4%, and Hispanics/Latinos 8.1%).

ENVIRONMENTAL PROTECTION

Two staff members served on the Diversity Council in FY 00 and on the Diversity Day Planning Committee. The department sponsored the "Mystic Warriors" as a contribution toward entertainment at this past year's Diversity Day and provided resources (funds and staff) to help decorate the EOB auditorium and cafeteria on Diversity Day.

The department presented a formal briefing to all of its staff concerning the Executive's Diversity Initiative and its potential effects on the department.

In partnership with the U. S. Environmental Protection Agency (EPA), an indoor air quality campaign was launched, spotlighting our nationally recognized pamphlet "Health Indoor Painting". As a part of the partnership, EPA translated the booklet into several languages and copies have been dissemination to individuals and organizations nationwide.

DEP consistently updates its website with environmental information that has been translated into Spanish.

DEP is committed to recruiting and retaining minorities to fill the scientific, engineering and intern positions that become available in the department. Job announcements are sent to agencies and organizations that traditionally serve higher ratios of minorities, such as historically Black colleges, minority sororities and fraternities, and community and religious organizations that serve ethnic minorities. In FY 00, two minority employees were hired as summer interns.

HEALTH AND HUMAN SERVICES

I. Department Initiatives

Entered into a partnership agreement with OHR and began the process of implementing the Organizational & Diversity Climate Survey. Funded two intern positions related to this undertaking. During FY 00 the survey was administered to employees in the Division of Crisis, Income & Victim Services and in Children, Youth and Family Services. Additional divisions will be surveyed during FY 01.

Made commitment to increase the diversity of the HHS workforce. Hired a Hispanic Customer Services Manager.

Honored by the African-American Employees Association in June 2000 for "exemplary leadership in promoting and achieving workforce diversity and equality in Montgomery County, Maryland."

Held the Black History Month celebration.

Offered the following courses through the Center for Continuous Learning:

- Beginning Spanish
- Providing HHS Services to Multicultural Clients
- Spouse Abuse in the Latino Community
- American Sign Language, Part 1
- American Sign Language, Part 2
- Race, Class, and Health: a Satellite Conference

Provided sexual harassment training to all HHS Managers.

Had HHS booth at events, such as the International Festival and Hispanics United of Montgomery festival, staffed with bilingual and bicultural staff.

Promoted completion of Census 2000 to our customers and staff.

Participated and provided funding assistance to the County's Diversity Day celebration.

II. Service Area and Program Initiatives

Adult Mental Health and Substance Abuse Services - Multicultural Mental Health Program

Convened health and human services providers serving the Vietnamese and Hispanic/Latino communities to identify service gaps and develop recommendations for HHS leadership.

Engaged consultants on diversity issues and in the clinical area in working with special populations for program's Homeless Families Initiative.

Aging and Disability Services

Senior Outreach Team: Developed and implemented an outreach program for Vietnamese seniors to connect them to resources. Focused on African-American and Hispanic/Latino seniors in the previous fiscal year.

Senior Nutrition Program: Initiated an Open Solicitation for Nutrition Service Providers to apply for contracts that would pay for ethnic meals and programs designed for seniors. Contracts went to the Korean American Senior Citizens Association of Maryland, Inc., the Vietnamese Senior Association of Maryland, Inc., Korean Community Service Center, and the Jewish Community Center of Greater Washington.

Children, Youth, and Family Services

Received a state grant to do outreach to the Hispanic/Latino Community. Four bilingual community service aides work with social workers to connect families with resources and prevent abuse.

Convened a staff committee on cultural competence who developed a year-long training program to increase staff's knowledge of different cultures, including African, Hispanic/Latino, and African-American cultures.

Crisis, Income, and Victim Services - Victim Assistance and Sexual Assault Program

Translated information into Spanish on web site, WWW.VASAP.ORG. Received a grant to provide community education to the Hispanic and disabled communities. Presented services to the public on two Spanish speaking radio stations and developed public services announcements in Spanish to be used on several radio stations.

The Community Action Board's Multicultural Committee is updating the booklet "Services to the Foreign Born Newcomers." The Board's Latino Outreach Project assisted in identifying and recruiting potential Latino foster care homes and improving health care access for students and their families at the Rolling Terrace Elementary School.

Public Health Services

Began an African-American Health Initiative to improve the health of African Americans and leverage federal and other funds to reduce health disparities. Secured funding for FY01 for the Latino Health Initiative to develop a plan of action to improve the health and mental health status of Hispanic/Latino residents.

III. Regional Initiatives

Distributed information sheets on emergency preparedness for Y2K in all regions in a variety of languages.

Upcounty

Established a second multicultural mental health-counseling site in the Upcounty Center in Germantown.

Developed the Upcounty Latino Network, a public/private planning partnership, to strengthen the health and human service provider network and improve access to and delivery of services to individuals and families who encounter language and cultural barriers in the region.

Developed a language Minority Resource section for the Upcounty Resource Directory.

Assisted in the City of Gaithersburg Health Fair, which targets the Latino community, and participated in subsequent meetings on developing medical services for Hispanic/Latino residents.

Assisted in the development of Mercy Health Clinic in Germantown that will serve the uninsured, many of which are of different ethnic origins.

Assisted in the planning of the Spanish Catholic Center Health Services planned for Gaithersburg.

Hired two Hispanic/Latino Community Service Aide III's.

Planned an ADA accessible space at the Upcounty Center as part of the 2nd floor renovation.

Rockville

Facilitated a Rockville regional work group to plan diversity activities for the region.

Developed an interpreter resource guide for programs located at the Piccard Drive campus. The guide identifies 51 HHS staff members who speak a total of 23 languages and who have volunteered to help as interpreters.

Developed flyers in Spanish & English to advertise multicultural program and legal aide services.

Silver Spring

Translated the Maryland Energy Assistance program guide to both Spanish and Vietnamese.

Translated and distributed the "Guide to Helping Organizations" for Silver Spring and Takoma Park into Spanish.

Due to the composition of the Silver Spring region, all program and service flyers are developed in both English, Spanish and when appropriate, Vietnamese.

Helped to plan free ESOL classes in July and August for County residents.

HUMAN RELATIONS COMMISSION

Attended a variety of community celebrations to increase HRC outreach and awareness, for example the International Festival, Montgomery County Hispanic Festival, Montgomery Pride, Capitol Pride, and Area Service Center Festivals.

Regularly attended the monthly Montgomery County Diversity Council meetings.

Participated as a member of Montgomery County's Martin Luther King Jr. Celebration Planning Committee.

Actively participated in the Montgomery County Diversity Day Program.

Provided numerous hours of presentations and training to area business and community organizations.

Trained Montgomery County Police Recruits on Sexual Harassment.

Investigated and/or mediated hundreds of discrimination complaints and hate bias incidents in Montgomery County.

Presented an annual Human Relations Award to an outstanding citizen who contributed to improving relations and promoted respect amongst the members of our community.

Awarded U.S. Saving Bonds to select graduating seniors from Montgomery County public high schools for improving relations and promoting respect among the members in their community.

Developed a Fair Housing curriculum for 10th grade students in Montgomery County Public Schools.

Dispensed monetary compensation to victims of hate crimes.

Sponsored a poster contest in Montgomery County Public Schools promote Fair Housing Month.

Televised a mock trial highlighting a real rental housing discrimination complaint with an actual judge and jury.

Encouraged and supported staff membership in employee ethnic organizations such as the African American Employees' Association and the Hispanic Employees' Association.

Hosted a community-wide panel discussion on Race Relations in Montgomery County.

HUMAN RESOURCES

Coordinated the oversight of diversity initiatives in all County departments and offices.

Coordinated, developed and implemented the County's Organizational and Diversity Climate Survey for use in County departments. The survey was administered in the Department of Public Libraries, the Department of Liquor Control, the Office of Human Resources, the Department of Housing and Community Affairs, the Department of Public Works and Transportation (Solid Waste Services, Transit Services and Fleet Management Divisions), and the Department of Health and Human Services (Crisis, Income and Victim Services and Children, Youth and Family Services Divisions). (For more information, see Section 9, Organizational Development and Diversity Initiative, under Accomplishments.)

Coordinated and provided administrative and staff support to the County's Diversity Council. (For more information, see Section 9, Annual Report of the Diversity Council for FY 2000, under Accomplishments.)

Coordinated and implemented the County's interdepartmental Diversity Day Observance Planning Committee and provided administrative and staff support for the 5th Annual Diversity Day Observance Program held on October 27, 1999. (For more information, see Section 9, Diversity Day Program, under Accomplishments.)

Coordinated and provided administrative and staff support to the County's Partnership for Community Empowerment Grants (PCEG) Program for FY 00. (For more information, see Section 9, PCEG Program under Accomplishments.)

Coordinated and provided administrative and staff support to the Partnership for Youth Advancement Internship (PYA) Program for high school and college students. The PYA program places students in internship positions in County departments and agencies. Interns do not receive financial remuneration but instead high school students receive community service credit while college/university gain academic credit for courses taken. (For more information, see Section 9, PYA Program under Accomplishments.)

Provided the following employee training courses, career programs and leadership lecture series (in association with the African American and Hispanic employees associations):

On-Going Training Courses

- Communicating Services Across Cultural Lines.
- ADA is Customer Service.
- Today's Diverse Workplace.
- Conflict Resolution.
- Diversity Management for Managers and Supervisors.
- Mandatory Sexual Harassment Training.
- Beginning Conversational Spanish.
- Habla Espanol? Refresh your Language Skills.

Leadership Lecture Presentations

- "The Changing Labor Trends in Montgomery County" by Marta Brito Perez, Director, OHR.
- "Leadership in a Multicultural Community" by Mario Acosta-Velez, Director, Strategic Consulting.
- "Leadership in Business" by Mario Loiderman, Loiderman Associates, Inc.
- "Navigating the County's System to Success" by Edgar Gonzalez, DPWT.

Developed and implemented the County's Domestic Partner Benefits in accordance with the *Employee Benefits Equity Act of 1999* which requires that any benefits the County provides for the spouse of a County employee or the spouse's eligible dependents must be provided for the domestic partner of a County's employee and the partner's eligible dependents.

LIQUOR CONTROL

Entered into a partnership agreement with OHR and began the process of implementing the Organizational & Diversity Climate Survey. The survey was administered to employees in October 1999.

Liquor Control regularly attends the Diversity Council and invites employees to attend Diversity Day. In addition, the Department makes a financial contribution to Diversity Day Activities.

MANAGEMENT AND BUDGET

Joseph Cifelli, OMB Manager, has served as the department's representative on the County's Diversity Council, and was recently elected as Vice Chair for the 2000-01 Term.

PERMITTING SERVICES

All staff have had Sexual Harassment Training and ADA Training.

The department has a designated Hispanic liaison staff member to assist customers with questions related to permitting procedures and to provide translation/interpretation services.

The department has a representative and alternate to the Diversity Council.

DPS has contributed financially for the past 4-5 yrs to the County's Diversity Day Activities and has contributed financially to OHR's Employer of Choice Program.

DPS has actively advocated for recruitment/promotion of diverse populations.

POLICE

The Department of Police has three teams comprising African Americans, Asian Pacific Americans, and Hispanics/Latinos made up of community representatives and Police employees. The groups meet quarterly and make recommendations to the Chief of Police regarding recruitment, policy and community relations.

The department provides in-service diversity training to all Police employees.

The department has a representative on the Diversity Council. Chief Moose recently attended a Diversity Council meeting to talk about the department's diversity initiatives and to become familiar with the Council's objectives. He plans to attend Council meetings as often as possible to support and assist with the mission and goals of the Council.

The primary goal of the department is to recruit and hire the most qualified and diverse individuals as Police Officer Candidates and other positions specific to the Police Department that will visibly reflect the diversity of the population we serve. To meet these objectives, outreach has been expanded in areas serving African Americans, Hispanics/Latinos and Asian Pacific Americans. Through the use of a multi-media approach (television, newspapers, billboard advertising, the internet, the visibility of our

recruitment team and other forms of innovative advertising), the department strives to represent the ethnicity of our community. In order to improve in this area, the department has hired a consultant to enhance diversity recruiting efforts.

PROCUREMENT

The annual Procurement Forum provides networking opportunities for small and MFD businesses.

MFD Seminars provide guidance and access for small and MFD businesses into the procurement process.

The Office of Procurement has an active representative in the Diversity Council and an assigned alternate. The representative has been a member since the Council's inception in 1997 and was the Diversity Council Vice-Chairperson for the FY00 term.

The Office actively participates in Diversity Day and also holds its own diversity day celebration the same week and celebrates by bringing ethnic foods/recipes to share with staff.

The Grants Programs provide guidance and assistance to the HHS contract team and makes recommendations regarding grant funded programs for diverse populations.

PUBLIC INFORMATION

Translated press releases and publications such as the County's Y2K Emergency Preparedness Guide into other languages.

Expanded and updated the office's notification list of African American, Asian Pacific American and Hispanic/Latino news media, and updated the office's fax and email distribution lists to include these changes.

Initiated changes in the County web site to make information more accessible to persons with disabilities.

Made a concerted effort to depict diverse groups of people in all visual communications with the public. This includes publications; the core County web site, and television programs for the County Government channel.

Produced a quarterly television program, "Celebrate Diversity," that covers local diversity issues and highlights special diversity programs and activities for County Cable Montgomery.

PUBLIC LIBRARIES

A revised selection interview process is in place to ensure that the most qualified applicants are selected. All selection interview panels are diverse and all applicants are asked the following diversity question: "MCDPL serves a diverse population in terms of language, race, gender, age, religion, people with disabilities, etc. What experience or skills do you

have in working with a diverse public? Staff? Co-workers?" All interview questions are based on skills and abilities needed for successful job performance.

A major effort to identify and certify staff members who speak languages other than English to better service the department's diverse customers took place this fiscal year.

Entered into a partnership agreement with OHR and began the process of implementing the Organizational & Diversity Climate Survey. The department was in the process of administering its own Diversity Survey and worked with OHR and the Union to broaden the scope. The department publishes a quarterly Diversity newsletter that is available online.

The Office of Cultural Minorities (OCM) provides liaison between MCDPL and the Chinese, Spanish, Korean and Vietnamese language communities of the County. The department has a collection of materials to serve the language needs of those communities. OCM is staffed with one full-time, Chinese/English Bilingual Librarian III and a part-time, Spanish/English Bilingual Library Associate. OCM provides and/or coordinates translations of the department's information flyers and brochures. The Office staff attends library and community meetings to plan for services. OCM staff also participate in all County educational and cultural fairs, and prepares displays for library, community and County events.

OCM coordinates the Department's involvement in the Hispanic Heritage Month and the Asian New Year. Examples of some of the departmental activities conducted for Hispanic Heritage Month during FY00 include:

- Organized the Isaac Luyo's "Mask Exhibit" at the Silver Spring Community Library (September) and the Aspen Hill Community Library (October);
- Organized a display collection of classics and well-known Latin American authors and Spanish language books for an exhibit at the U.S. Department of Health of Human Services;
- Participated in the Montgomery County Latino Festival;
- Assisted with Bilingual Storytime at the Silver Spring Community Library.

Activities conducted to celebrate Asian Pacific American Heritage Month included Chinese New Year programs at four community libraries: Chevy Chase, Gaithersburg, Potomac and Wheaton.

MCDPL has a one full-time Community Affairs Officer in charge of public relations, marketing, media and outreach efforts to non-traditional library users. Specific programs, activities, and events are prepared to attract the community to use the libraries. Further outreach efforts are conducted through specific program development such as Head Start classes for Hispanic families. The Linkages to Learning Initiative with MCPS at Wheaton Library served a great number of Hispanic children and families with programs and activities during the summer. In addition to the programming for children, adults participated in conversation clubs and Internet training. Outreach was done to Hispanic churches. September 1999 was Library Sign-Up Month and focused on Hispanic outreach. Spanish translations of news releases are sent to the Hispanic media and to community organizations throughout the County. An innovative partnership was reached with Arlington

County allowing MCDPL to purchase/place orders for library materials in Spanish. During 1999, the new Online Catalog began to offer interface assistance in Spanish.

The department actively participates in the County's Diversity Council and serves on the planning committee for the County's Diversity Day.

The department is a Co-sponsor of the AAEA's Author's Series.

Management training was provided on EEO issues as it relates to recruitment and selection of staff.

Vacancies have been advertised using such publications as El Pregonero, Washington China Post, Korea Times, Black Caucus of the American Library Association (web site) and Minorities Job Bank (web site).

PUBLIC WORKS AND TRANSPORTATION

Director's Office

Gail Tait-Nouri was elected Chair of the Montgomery County Diversity Council for FY00 and FY01.

Participated in Diversity Day Activities including:

- Representative on the Planning Committee
- Coordinated assistance for the facilities required for the day.
- Coordinated assistance for the bus service required for the day.
- Contributed monies to OHR for support of costs for the day.

Provided oversight and financial support to the EEO effort to conduct the organizational and diversity climate surveys.

Provided monetary contribution to the African American Employees Association as a sponsor.

Provided enrollment opportunities to office employees on diversity training classes as available.

Fleet Management Division

All employees participated in the Organization and Diversity Climate Survey.

All-day training session with supervisors to review results and meaning of the Organization and Diversity Climate Survey prior to dissemination to employees.

Employees participated in the initiation, coordination and set-up of Diversity Day.

Employees are members of the African American Employees Association (AAEA) and participated in setting up initiatives and policies.

Employment opportunity advertisements are placed in Spanish-speaking newspapers.

Employees help coordinate African American Heritage Month celebrations in February.

Employees from this division were responsible for the Martin Luther King, Jr. display at the African American Heritage Month celebration in February.

Employees enroll in diversity training classes provided by OHR.

Transit Services Division

The Division has supported the County's Diversity Day program with free Ride-On shuttles.

Employees serve on both the Departmental Diversity Committee and the County's Diversity Council. Updates on the Diversity Council are a mandated item at staff meetings.

Many staff members are active in the AAEA and the Asian Pacific American Heritage Committee.

Several staff members have requested and participated in diversity training to assist them in their duties or interactions with staff. Each has shared highlights from the training with staff.

Employees participated in the Organization and Diversity Climate Survey. Interviews are currently underway to gather qualitative data.

Solid Waste Services Division

DSWS continues to develop, translate, print and produce information on recycling, especially focusing on problem issues and newer initiatives, in other languages. Conceptual visuals and graphics are utilized, in the event that a particular language need is not met, or in the event that the written language is not the most appropriate method of communication. DSWS believes that information must be accessible and usable to all of the County's customers. Examples of these printed materials include:

- Multi-family recycling brochures in Chinese, Russian and Spanish;
- Multi-family recycling posters with photographs of recyclable materials, as well as French, Spanish, Chinese, Korean, Russian and Vietnamese translations;
- SORRT business recycling brochures in Spanish;
- Business recycling posters depicting do's and don't's using graphics and translated explanations in Spanish, Chinese, Korean and Vietnamese;
- Curbside mixed paper recycling information translated into Spanish;
- Refrigerator magnets reminding residents of materials they can recycle at the curb translated into Spanish;
- Vinyl stickers for residential recycling bins designed with graphics icons for each material that can be recycled and translated into other languages;

- Stickers for multi-family and business recycling programs to cut down on contamination;
- Recycling training videos translated into other languages.

A staff person fluent in Spanish was hired to respond to phone calls regarding recycling and refuse collection services.

All of the broad-based multi-media campaigns that the Division develops, produces and places are conceived with the notion that the Division's recycling messages must reach the many diverse parts of the County's population. Currently, print outreach and advertisements have been translated and run in numerous publications which serve the County's diverse groups, such as El Tiempo Latino, Korean Times, Washington China Post, Senior Beacon, Catholic Standard, Washington Jewish Week and others. Plans for future outreach and awareness campaigns include expanding the media placements to include other formats such as cable TV and radio.

Division staff and volunteers participate in numerous outreach events and activities on a regular basis, many of which are geared to diverse groups. Staff has attended ethnic/heritage fairs, Hispanic festivals, Hispanic Chamber of Commerce meetings, Chinese Business Association functions, and other events, to provide outreach and information, and have participated in foreign language radio interviews speaking on issues related to recycling.

A number of focus groups have been conducted to determine the particular needs and concerns of the many diverse groups within the community. In November 1999, a focus group session was held for residents of single-family households in the County in which English is not the primary language spoken, to determine ways to improve the outreach provided to those households about recycling. Focus group and feedback sessions have also been held to determine ways to improve the recycling assistance provided to smaller-scale businesses and minority-owned and operated businesses.

RECREATION

In keeping with the Guiding Principles of Montgomery County's Executive, the Director of Recreation has established a diversity team and entered into an agreement with the Office of Human Resources that has developed a workforce diversity management program. The goal is to create a workplace where all individuals are respected, valued, and given equity and equal opportunity for success, and continue to develop a workforce that reflects the diversity found in the communities where we live and work.

The Montgomery County Department of Recreation's Workforce Diversity program responds to rapidly changing demographics. It is a proactive recruitment, training, and outreach plan designed to attract, develop, and retain the most qualified individuals regardless, of culture, race, religion, gender, disabilities, sexual orientation, age, socio-economics and other backgrounds. By products of this program are improved customer service and increased productivity. The objective or end result is to create a diverse and inclusive workforce that benefits from three primary paradigms: discrimination-and-fairness, access and legitimacy and connecting diversity to work perspectives. By utilizing these paradigms, we will ensure effective recruitment, training, motivation, development,

retention and promotion of a diverse and inclusive workforce. We will increase organizational effectiveness, boost morale and create greater access to new residents of the county. Montgomery County's Department of Recreation workforce will include all people who can work together with an appreciation and commitment toward each other and the mission and goals of the department. The workforce diversity program is not targeted at any particular group of individuals, but focuses instead on the total complement of staff, recognizing diversity as a unique and unifying force. In this expanded context, the Montgomery County Department of Recreation's commitment to diversity is a commitment to all employees.

Description of the Program

A workforce diversity program designed to ensure equity and inclusion in employment and advancement opportunities within the Department of Recreation.

The program objectives are to:

- Develop a Recreation Department Diversity policy/plan that promotes diversity in the workplace and ensures zero tolerance of discrimination.
- Create consistent and inclusive departmental diversity recognition and celebration activities.
- Identify, recruit, hire, train, motivate, promote and retain a diverse workforce at all levels.
- Identify positions where multi-lingual and or sign language skills are required/desirable.
- Ensure diversity in applicant screening and interviewing.
- Require ongoing diversity, disability and sexual harassment training for all career employees.
- Create and implement a mentoring program.
- Develop and implement internal mediation process to resolve diversity-based workplace issues.
- Develop and incorporate diversity management core competencies in performance plans for managers.
- Conduct a diversity climate survey.
- Develop and implement diversity educational training sessions.

Partnerships

- Montgomery County Office of Human Resources
- National Multicultural Institute, Washington, DC
- Montgomery County Public Libraries
- Trevor Wilson, TWI, Inc. Ontario, Canada

- Maryland National Capital Park and Planning Commission

Use of Technology

In developing the workforce diversity program, interactive video, internet and email played vital roles in the collection, sharing, training and production of information.

The Results/Success of the Program

The Recreation Department Diversity Committee has established a set of goals and action steps. Each action step has an evaluation measure by which accomplishments will be determined. Examples of the results and measures of accomplishment include:

Senior staff approval of a department diversity policy.

Increase in the number of job applicants and jobs filled from underutilized population groups.

SILVER SPRING REGIONAL SERVICES CENTER

The Silver Spring Regional Center (SSRC) hosted MFD seminars to encourage minority participation in redevelopment projects construction and retail leasing.

Printed redevelopment brochure in Spanish and distributed it widely.

Held focus groups with a variety of minority groups to obtain input about the Civic Building.

Recruited 8 minority board members to the 18-member Regional Advisory Board, bringing the total minority representation to half (a percentage that more accurately reflects the demographics of Silver Spring).

Supported the Silver Spring Community Leadership Institute, a program to train new leaders from under-represented communities.

Selected a number of women/minority bands for our summer concert series.

Regularly advertise our special events in Latino publications.

Co-sponsor and co-host the annual International Festival with the Recreation Department.

Send Spanish-speaking Service Corps members to job fairs to recruit from the Latino population.

Published and distributed a Spanish version of our "Guide to Helping Organizations."

In the process of printing and distributing the Spanish version of a Merchants Bulletin the SSRC developed for businesses.

Printed and distributed the Spanish version of bookmarks and banners regarding pedestrian safety.

Enlisted several minority community leaders to participate in a working group regarding planning for the new library.

UPCOUNTY REGIONAL SERVICES CENTER

Hired minority staff in FY00, one Latino, fluent in Spanish, and one Asian Pacific American, fluent in Mandarin Chinese.

Held the fifth annual Upcounty Diversity Day celebration. The day is sponsored in Germantown in response to staff requests who cannot get away to go to Rockville to participate. Attendance this year was approximately 75 persons.

The Center also participates in the Upcounty Latino Network and has representation on the Upcounty Citizens Advisory Board from African-Americans, Asian Pacific Americans, Hispanics/Latinos and persons with disabilities.

DIVERSITY COUNCIL - ANNUAL REPORT

The Montgomery County Diversity Council was established in 1997 as an element of the County's Workforce Diversity Management Initiative under the auspices of the Office of Human Resources. The Council provides advice to the Chief Administrative Officer and the Office of Human Resources on the implementation of the County's Equal Employment Opportunity Plan and analysis of progress towards its diversity-related goals. The Diversity Council also serves as a communication link with employees and community groups on diversity-related matters. The Council meets monthly and comprises representatives from County departments, employee associations, County-funded agencies, special population groups, community liaisons and selected organizations.

As stated in the Diversity Council's bylaws (included as Appendix D), the purpose and mission of the Council is to strive to create an environment of conscious acceptance, education, and inclusion of diversity within Montgomery County. The Council works to ensure that all employees and those we serve are afforded equal opportunity in all areas of employment, programs and services provided by the County.

Major Achievements and Accomplishments - FY 2000

- Supported and testified to County Council on the legislation providing benefits for Domestic Partners.
- Held a dialogue on diversity with the Director of the Department of Procurement, the County Attorney and the Chief of Police.
- Held a dialogue on the Human Relations Act legislation with Michael Dennis of the Human Relations Commission.
- Requested and reviewed a report from the Office of Human Resources on the processing of EEO Complaints which has become a model for yearly reports.
- Prepared, printed and distributed a brochure about the Diversity Council.
- Discussed the countywide policies with different departments and the issue of fair pay equity for speakers of second languages on the job.
- Developed a work program for the Diversity Council.
- Collaborated and assisted with OHR's Diversity Day Observance Program.
- Participated in planning for County Executive Press Conference for the 10th Anniversary of the Americans with Disabilities Act.
- Developed a report on education and training for OHR.
- Increased membership of the Diversity Council with new members such as Montgomery College, Washington Suburban Sanitary Commission and the Montgomery County Public Schools.

INTERNAL AUDIT PROCESSES

INTERNAL AUDIT PROCESSES

The County monitors and evaluates its performance on the objectives stated in the Diversity Plan through three primary audit mechanisms: applicant tracking, Affirmative Action data collection, and Complaint Processing.

Applicant Tracking:

The Staffing and Organizational Development Team in OHR has developed and implemented two Applicant Tracking Systems to track applicant flow data for each recruitment. Applicant data is manually entered in an *Access* database for hard copy job applications. For electronically submitted job applications (via the Internet), applicant data is captured using *Alexus*, a proprietary on-line application processing program. Both systems collect information on race, gender, and ethnicity, as voluntarily provided by the applicant on a separate, self-identification portion of the application. The data is analyzed and patterns and trends are reviewed. The data is used to provide valuable information on the diversity of the County's applicant pools.

Affirmative Action Data Collection:

OHR has recently procured a new automated Affirmative Action Planning (AAP) program that assembles and organizes employee data in a format acceptable by the U.S. Office of Federal Contract Compliance Programs for producing Affirmative Action Plans and reports. The reports show current workforce analyses, job group analyses, and utilization analyses for females and minorities on County-wide (Executive Branch) and Departmental bases. The information is shared with departments, the Chief Administrative Officer, and the County Executive for use in monitoring the County's and Departments' progress in meeting its workforce utilization goals. The EEO Team currently generates AAP reports annually.

Complaint Processing:

The EEO and Diversity Management Team in OHR is responsible for managing the EEO Compliance function for the County Government. As such, it has developed and implemented a structure and procedures for addressing complaints of discrimination. The EEO Complaint Processing Guidelines and the County's Policy on Sexual Harassment (contained herein) provide some of those procedures. In addition, the team has developed and implemented an internal Mediation Program to resolve complaints. Information on discrimination complaints received by the County is tracked in the EEO Case Log. This access database maintains information on all internal and external (i.e., Agency Charges) complaints of discrimination against the County. This information is periodically reviewed for departmental trends and to identify areas of need. The information is fed back to departments, the County Executive and the Chief Administrative Officer in management reports for their consideration.

In addition to these three primary mechanisms, the County also tracks labor relations (i.e., grievances) and turnover activity by race and gender for further analysis, as needed. All of the systems serve as means to self-audit and monitor the County's performance and progress in meeting its EEO/Diversity aims. They also serve to identify problem areas and develop customized solutions/responses to areas of need.

APPENDICES

DISCRIMINATION LAWS

FEDERAL LAWS

1. Civil Rights Act of 1866 and 1871

These Acts effect the 13th and 14th Amendments to the constitution that provide the fundamental basis for employment discrimination law and litigation. The 14th Amendment requires all States and their political subdivisions to provide equal protection of the laws to all persons under their jurisdiction.

2. The Equal Pay Act of 1963, as Amended

This Act, enacted as an amendment to the Fair Labor Standards Act, covers state, local federal government and private sector employees. It requires that men and women employed in the same establishment receive equal pay (including fringe benefits) for jobs which involve substantially equal skill, effort and responsibility, and are preformed under similar working conditions. The work need not be identical, merely substantially equal.

3. Civil Rights Act of 1964

Title I of this Act prohibits any act of force, threat of force, injury, intimidation or threat of interfering with persons applying for or enjoying employment because of their race, color, religion or national origin.

4. Age Discrimination in Employment Act of 1967, as Amended

This Act prohibits discrimination based on age in all aspects of employment against persons 40-70 years old. The Act applies to Federal, State and local government employers and most private employers of 20 or more persons.

5. Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972

This is the basic Federal law prohibiting discrimination on the basis of race, color, national origin, religion or sex, in all aspects of employment by all employers with 15 or more employees. Title VII was extended to cover Federal, State and local public employers by the Equal Employment Opportunity Act of 1972.

6. **Executive Order 11246, as Amended**

This Presidential order prohibits discrimination in all employment practices by Federal contractors, subcontractors, Federally assisted construction contractors on the basis of race, color, religion, sex or national origin. In addition, certain employers are required to take affirmative action as a contractual obligation to ensure that applicants and employees are treated without discrimination.

7. **The Rehabilitation Act of 1973: Sections 503 and 504**

Section 504 prohibits discrimination against “handicapped” persons in employment, services participation and access to all programs receiving Federal financial assistance.

Section 503 prohibits discrimination in employment against handicapped persons by Federal contractors and subcontractors.

8. **The Pregnancy Discrimination Act of 1978**

This act specified that women affected by pregnancy and related conditions must be treated the same as other applicants or employees, solely on the basis of inability to work.

9. **The American with Disabilities Act of 1990 – Title I**

Employers are prohibited from discriminating against qualified individuals with disabilities in the job application procedures, medical requirements, hiring advancement, training or any other term or condition of employment. An employer is required to make an accommodation to the known disability of an applicant or employee if it does not impose an “undue hardship”.

10. **Civil Rights Act of 1991**

This Act reversed several 1989 and 1991 U.S. Supreme Court decisions which had a negative impact on the victims of discrimination. The Act further provides compensatory and punitive damages and jury trials in cases of race, color, national origin, sex, religion and disability discrimination. The Act also established the “Glass Ceiling Commission” and covers the Senate and Presidential staff.

STATE LAWS

1. **Article 49B of the Annotated Code of Maryland**

This law prohibits discrimination in employment on the basis of race, color, religious creed, sex, national origin, marital status, physical or mental

handicap, and age with respect to compensation, terms, conditions or privileges.

2. **Executive Order on Sexual Harassment No. 01.01.1980.16**

This order by the Governor Hughes prohibits sexual harassment in Maryland State Government.

COUNTY LAWS

Chapter 27, Article 1, Sections 17-26 of the Montgomery County Code 1984

This law prohibits discrimination in employment, housing, and public accommodations on the bases of race, color, religious creed, sex, national origin, marital status, physical or mental handicap, ancestry, sexual orientation, and age.

MONTGOMERY COUNTY POLICY ON SEXUAL HARASSMENT

PURPOSE

To state the County's policy on sexual harassment and provide a procedure for the handling of sexual harassment complaints.

DEFINITION

Sexual harassment is verbal or physical conduct that includes:

1. unwelcome sexual advances;
2. requests for physical conduct of a sexual nature; and
3. any written, verbal or physical conduct of a sexual nature when:
 - a) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment;
 - b) submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting such individual; or
 - c) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

In the context of items 1-3 above, sexual harassment includes, but is not limited to: requests for sexual favors; the use of threats or force to obtain sexual favors; sexual propositions or innuendo; suggestive comments; sexually-oriented teasing or joking; jokes about gender-specific traits; unwelcome or uninvited touching, patting, pinching or brushing against another's body; obscene spoken or written language; obscene gestures; and display of offensive or obscene printed or visual material.

POLICY

1. Every employee has the right to work in an environment free of all forms of discrimination. Sexual harassment is a form of discrimination that is illegal under federal, state and local laws and will not be tolerated.
2. County employees must not subject other employees, contractors, consultants, citizens, applicants, customers or clients to sexual harassment. An employee who is found to have engaged in sexual harassment will be subject to appropriate disciplinary action, which may include dismissal.
3. Managers and supervisors must ensure that employees under their supervision or direction are provided a work environment free of sexual harassment.
4. Managers and supervisors who become aware of suspected or reported sexual harassment must promptly report the information to the Department or Office

Head, to the EEO Officer in the Office of Human Resources or to an attorney in the Office of the County Attorney.

5. This policy applies to County employees when they are conducting County business and dealing with others while at work or at work-related social functions.
6. Any employee who witnesses sexual harassment must report this conduct to the Department or Office Head, to the EEO Officer in the Office of Human Resources or to an attorney in the Office of the County Attorney.
7. The sexual harassment of County employees by contractors, consultants subcontractors, their employees, individuals who conduct business with the County, or individuals who receive services from the County will not be tolerated, and may result in termination or suspension of the contract, denial of contracting privileges, denial of services, or the filing of criminal charges against the harasser.
8. The use of threats or other means to retaliate against another who resists harassment, reports the alleged harassment to another, participates or cooperates in an investigation of a complaint of sexual harassment or files a complaint about the alleged harassment is prohibited.
9. Advice and counseling concerning sexual harassment may be obtained from a number of sources including; the County Attorney, Office of Human Resources, Union representatives and the Montgomery County Commission for Women.

PROCEDURE

1. Filing and Investigation of Complaints
 - a) An employee who is subjected to sexual harassment, witnesses it, or has knowledge of it should immediately bring the matter to the attention of his or her supervisor. If the supervisor is a party to the harassment, or if the employee does not wish to discuss the matter with the supervisor, the employee must bring it to the attention of the Department or Office Head, to the EEO Officer in the Office of Human Resources or to an attorney in the Office of the County Attorney.
 - b) A person who is the recipient of a complaint must document information relevant to the complaint, including the date and substance of the complaint and the names of individuals who were involved or who witnessed the incident(s). The recipient must notify the EEO Officer in the Office of Human Resources or an attorney in the County Attorney's Office within 24 hours. The recipient may refer the complaint to the EEO Officer for investigation or, if the EEO Officer and the County Attorney concur, may investigate the complaint and attempt to resolve it informally. Informal resolution is appropriate only if the essential facts of the complaint are undisputed and both the victim and alleged perpetrator of the harassment agree to informal resolution. If attempts at informal resolution are unsuccessful, the complaint must be referred to the

EEO Officer or an attorney in the County Attorney's Office within three (3) working days.

- c) A complaint brought to the attention of the EEO Officer or an attorney in the County Attorney's Office may oral or written and may be brought by any person having knowledge of the harassment.
- d) The EEO Officer or an attorney in the County Attorney's office will initiate the investigation of a complaint within 24 hours after the allegation is brought to his or her attention or notice is received that an attempt at informal resolution has been unsuccessful.
- e) Every effort will be made to maintain the confidentiality of the information provided in connection with a sexual harassment complaint, and to protect the privacy of the individuals involved. Information about the investigation will be given only to those persons who have a genuine need for the information because of their role in the investigation or those who are legally entitled to the information. Anonymity or confidentiality cannot be guaranteed.
- f) To the extent possible, the investigation and attempts to resolve the complaint will be completed within fourteen (14) working days of the filing date of the complaint.
- g) Promptly upon completing the investigation, the EEO Officer or an attorney in the County Attorney's Office will notify the alleged victim, alleged perpetrator, and appropriate management officials of the results of the investigation and the recommendation for resolution.

2. Remedial Action

- a) If the alleged perpetrator is a County employee, the Director of the Department or Office where the alleged perpetrator is employed is responsible for taking appropriate remedial action to resolve the complaint. Appropriate remedial action may include referral to the Employee Assistance Program or other type of counseling, transfer, disciplinary action, including discharge, or the filing of civil criminal charges.
- b) If the alleged victim is a County employee, but the alleged perpetrator is a contractor, consultant, subcontractor, their employees, individuals who conduct business with the County, or individual who receive services from the County, the appropriate remedial action will be recommended by the County Attorney and implemented by the CAO.
- c) The EEO Officer will continue to review the complaint until the complaint is resolved and report the status of the complaint and investigation to the County Attorney on a regular basis as agreed by the EEO Officer and the County Attorney.

EDUCATION AND TRAINING

1. The County will provide ongoing educational and training programs to inform employees about sexual harassment, how to prevent it and how to identify and deal with complaints of sexual harassment.
2. This policy must be provided to all employees and must be made available to the public.
3. Further information about this policy or how to file a complaint may be obtained by contacting the EEO Officer in the Office of Human Resources.

EFFECTIVE DATE

This policy is effective immediately upon the signature of the County Executive below.

Approved:

Douglas M. Duncan
County Executive

Date

Approved for form and legality:

Charles W. Thompson, Jr.
County Attorney

Date

MONTGOMERY COUNTY

EEO COMPLAINT PROCESSING GUIDELINES

PURPOSE

To establish policies and guidelines for reporting and processing Equal Employment Opportunity (EEO) complaints.

APPLICABILITY

These guidelines apply to the reporting of discrimination complaints to, and the processing of discrimination complaints by the Equal Employment Opportunity (EEO) Office within the Office of Human Resources (OHR). These guidelines are independent of, and do not supplant, Department-specific complaint processing procedures, Collective Bargaining Agreement provisions, or the procedures provided in the Montgomery County Policy on Sexual Harassment. Department-specific procedures should, however, be consistent with these guidelines. These guidelines apply to:

- a. All complaints filed internally by County employees with Department/County management, verbally or in writing;
- b. All complaints filed externally through regulatory agencies such as the Montgomery County Human Relations Commission (HRC), the Maryland Commission on Human Relations (MCHR) and the U.S. Equal Employment Opportunity Commission (EEOC).

The Office of Human Resources works in collaboration with the County Attorney's Office in investigating complaints of discrimination.

DEFINITION

An EEO complaint is any verbal or written report or charge of employment discrimination or harassment of any kind. Employment discrimination includes any policies, practices, or procedures which limit or adversely affect employment, promotion, or transfer opportunities or other working conditions on the basis of race, color, religion, national origin, ancestry, gender, marital status, sexual orientation, age, or disability.

POLICY

1. The County shall conduct all employment activities and maintain a work environment free from discrimination and harassment of any kind. Employment discrimination is prohibited by Federal, State, and local laws and will not be tolerated.

2. Supervisors and managers are responsible for ensuring that the employees under their supervision are provided with a work environment that is free from discrimination and harassment.
3. Employees and managers are encouraged to resolve discrimination complaints at the earliest time and at the most immediate organizational level; however, it is an employee's right and management's responsibility to report discrimination complaints to the EEO Office in OHR promptly, in accordance with the guidelines outlined below.
4. OHR shall receive and respond to all submitted discrimination complaints in a judicious and timely manner, with the objective of maintaining and promoting an employment environment free from discrimination.
5. Incidents of proven discrimination and harassment are cause for disciplinary action, against the offending party including, but not limited to, dismissal.
6. Falsification of complaints of discrimination, harassment, or retaliation shall be considered cause for appropriate disciplinary action.
7. EEO complaints are regarded as confidential. To the extent practically possible, access to information related to an EEO complaint shall be limited to individuals directly involved in the complaint and/or the investigation or resolution of said complaint. While every attempt at confidentiality shall be made, anonymity or complete confidentiality cannot be guaranteed.

GENERAL GUIDELINES

1. All Montgomery County employees are responsible for maintaining a non-discriminatory work environment. This includes responsibility for personal conduct as well as reporting observed discrimination or harassment to appropriate supervisory or management personnel.
2. An individual who has been subjected to discrimination or harassment of any kind, or is a witness to same should notify an appropriate supervisor or manager when an act or behavior is perceived to be offensive.
3. Supervisory/management personnel should respond to reports of discrimination and harassment, and take corrective action as appropriate. This includes complying with Department-specific complaint processing procedures, if any, and reporting incidents to OHR as outlined below.

SPECIFIC GUIDELINES

1. An individual who believes he/she has been subjected to employment discrimination should immediately bring the matter to the attention of his/her supervisor. If the supervisor is a party to the discrimination, or the individual does not wish to discuss the matter with the supervisor, the individual should then bring the matter to the attention of the individual designated to receive such complaints in the Department, the Department/Agency head, or to the EEO Office in OHR.
2. A supervisor or other responsible individual in the Department who is the recipient of an internally filed complaint should document in writing, information relevant to the complaint, including date and substance of the complaint and the names of the parties to the complaint as well as any other individuals involved in, or witnesses to, the incident. The recipient should notify the EEO Office in OHR within twenty-four hours of the report of the complaint.
3. Employees have the right to file discrimination complaints with an external regulatory agency such as HRC, MCHR, and EEOC. Notices of charges resulting from such externally filed complaints should be referred directly to the EEO Office in OHR. **Any Department/Agency representative receiving such a charge should immediately (i.e., within 24 hours of receipt) forward said complaint to OHR.** The Department may retain a copy of the complaint under confidential conditions for its records.
4. Complaints submitted to the EEO Office will be logged in with appropriate information recorded. In the case of an internally filed complaint, the EEO Office may inform the affected Department that the Department may investigate and attempt to resolve the complaint at that level. In such cases, the Department should provide a report to the EEO Office on the status of the complaint within 14 days, unless an extension of time is requested. If the complaint remains unresolved at that time, the EEO Office will proceed with an investigation of the complaint. **All externally filed complaints (i.e., complaints filed through regulatory agencies) will be handled by the EEO Office of OHR.**
5. The EEO Office will conduct an investigation of received complaints (with the exception of those referred to the Department) and communicate with the parties to the complaint following the conclusion of the investigation. Affected supervisors and managers will be notified as to the resolution of the complaint to ensure that recommended corrective actions, if any, are implemented.
6. The EEO Office will perform and document follow-up activities with appropriate Departmental management, as necessary, to ensure that the situation has been corrected. The case will then be closed.
7. Files of closed cases will be maintained under confidential conditions by the EEO Office for a period of two years.

Montgomery County Diversity Council
Bylaws

As Amended: May 27, 1999

I. Purpose and Mission Statement

The purpose of the Diversity Council is to create an environment where there is conscious acceptance, education, and inclusion of diversity within Montgomery County. It works to ensure that all employees and those we serve, are afforded equal opportunity in all areas of employment, programs and services provided by the County.

II. Definitions

Diversity is the existence of areas of differences and similarities in all individuals included in the society of the world. These differences and similarities include, but are not limited to: gender, race, color, ethnicity, national origin, religion, age, physical characteristics, sexual orientation, and disability.

Diversity Competency is understanding and affirming the inclusion of individual human differences and similarities. Additionally, it is ability to learn, absorb, and value the unique attributes that each person brings, and the willingness to benefit from the diverse nature of humanity.

III. Function

The Diversity Council (Council) serves as an advisory body and communication link between the County Executive and County employees, employee associations, management, and community groups that represent the diverse citizenry of Montgomery County. Specifically, the Council shall:

- A. Review the County's Workforce Diversity Initiative and make periodic recommendations for updates, improvements, or other modifications as needed.
- B. Provide advice and consultation to the Chief Administrative Officer and the Director of the Office of Human Resources on the development, implementation and dissemination of the County's Diversity Plan and the annual analysis of the County's progress toward its diversity-related goals. Provide advice and guidance on other matters related to diversity and equal employment opportunity issues such as: employee development of cultural competencies, equity in access to training and educational opportunities, organizational assessment, cultural change and leadership development.

- C. Serve as a communication channel through which all County employees, employee associations, and community groups will be able to express ideas as they relate to diversity issues.
- D. Support the Director of the Office of Human Resources in other appropriate ways to promote programs and services related to diversity and equal employment opportunity.
- E. Assist County departments in their efforts to develop or improve departmental diversity and equal employment opportunity initiatives.

IV. Membership

The Diversity Council shall be comprised of representatives of County employee associations, departments and agencies, special population groups, community liaisons, and community organizations. Each of these representatives shall have only one vote. Members of the Diversity Council will be confirmed by the Chief Administrative Officer and will include, but not limited to:

- A. Employee Associations: African American Employees Association, Asian-Pacific American Employee Association, GLOBE, Hispanic Employees Association, Montgomery County Coalition of Black Police Officers, and the Montgomery County Government Employees Organization. Each organization shall be allotted one representative and one alternate. The selection of representatives is made by the appropriate employee association.
- B. Departments/Agencies: Each County department/agency shall be allotted one representative on the Diversity Council and one alternate.
- C. Members-At-Large: A total of five members at large will be appointed to reflect a cross-section of the Montgomery County employee workforce. A subcommittee of the Diversity Council will be responsible for reviewing the membership in order to make recommendations regarding appropriate representation of at-large members. The CAO will confirm and approve the recommendations of the committee.
- D. Special Populations and Diversity Issues: The Diversity Council will include membership from County employees with knowledge and expertise of special populations and specific diversity issues. Such representation shall include the following:

- CAO Staff
- ADA Compliance Coordinator
- Disability Program Manager
- EEO Officer
- Human Resources Director
- Staff to:
 - Commission on Aging
 - Commission on Children and Youth
 - Commission on People with Disabilities
 - Human Relations Commission
 - Commission for Women
 - HHS – Aging and Disability Services
- Workforce Diversity Coordinator
- County Executive's Minority Advisory Representatives

The above designated representatives of special populations and diversity issues of the Diversity Council will not serve as Chairperson of the Council, but shall have voting privileges. Representatives of special populations and diversity issues who also represent departments shall only have one vote.

V. Organization

A. Term of Office

1. Employee association representatives will serve at the pleasure of their membership for unspecified terms.
2. Members-at-Large shall serve two years and may not serve more than two consecutive terms.
3. Departmental/agency Diversity Council representatives will serve at the pleasure of their department heads for unspecified terms. Should a department or agency head need to replace the representative, the department head should send written notification of that replacement to the Council Chair or Guidance Committee.
4. Members representing special populations and diversity issues shall serve at the pleasure of their department/agency heads for unspecified terms. Should a department or agency head need to replace the representative, the department head should send written notification to the Council Chair or Guidance Committee.

B. Chairperson/Vice Chairperson

1. Shall preside at all meetings of the membership and have the authority and responsibility customarily conferred on the presiding officers. The Chairperson and Vice Chairperson shall also preside at meetings of the Guidance Committee.
2. Term of Service – The positions shall be elected annually by a simple majority of the members present of the Diversity Council. Elections shall be held at the June Council meeting and newly elected Chairperson and Vice Chairperson shall take office in July. The Chair and Vice-Chair may serve no more than two consecutive terms in each position.
3. Absence of the Chair - In the absence of the Chair, the Vice-Chairperson will assume responsibility for the Diversity Council.
4. Responsibility – The Chairperson, with the assistance of the Guidance Committee, shall prepare an agenda for each meeting of the Diversity Council. The agenda shall be distributed at least seven days prior to the Council meetings.
5. Powers – The Chairperson may assign tasks to members for research, study or analysis and request reports back within a specific time period. These assignments shall become part of the minutes of the Diversity Council.

C. Other Officers – the Council may have other officers appointed at the discretion of the Chair. Such officers may include, but are not limited to, Recording Officer, and Financial Officer.

D. Guidance Committee

1. The Diversity Council shall have a Guidance Committee which shall be empowered to act on behalf of the Council when circumstances exist which preclude meetings by the entire Council. The Guidance Committee shall meet monthly in order to develop agendas for full Council meetings or to take up and research issues which may be discussed at a later date by the full Diversity Council. From time to time, the Committee will meet in emergency session to discuss issues which must be resolved prior to the next meeting of the full Council.

2. The Guidance Committee shall take action by polling its members for consensus of opinion. Consensus is reached when, after discussion, the majority of the members present agree that an action should or should not be taken.
3. Composition - The Guidance Committee shall be comprised of seven members: the Chair and Vice-Chair of the Council, four additional Council members, and the County's EEO/Affirmative Action Officer.
4. Term of Service – The term of service for Guidance Committee members shall be one year. The four additional members of the Guidance Committee shall be elected annually by a simple majority of the members present of the full Council. Elections shall be held in June and newly elected committee members shall begin their terms in July. Guidance Committee members may serve no more than three consecutive terms. The Chair and Vice Chair may serve an additional two consecutive years on the Guidance Committee if they are elected to that committee immediately following their terms as Chair and Vice-Chair.

E. Early Termination of Membership

It is the aim of the Diversity Council that its members participate fully in the business of the Council. To that end, the Council strives to assure full attendance at monthly meetings. Therefore, if a member does not attend three consecutive meetings without valid reasons, as determined by the Council, that member shall be required to terminate such membership.

VI. Operational Procedures

A. Method of Conducting Internal Business

1. Normally, the Diversity Council shall take action by the adoption of resolutions. Resolutions shall be adopted by the Council when a majority of the members present vote to take that action.
2. When resolutions are deemed unnecessary, the Council may take action by polling its members for consensus of opinions. Consensus is reached when, after discussion and without a vote, the majority of the members present agree that an action should or should not be taken.

3. Record of Meetings – The Office of Human Resources will provide assistance as needed to record meetings, prepare minutes, and distribute materials for review by Council members prior to each monthly meeting.

B. Method of Conducting External Business

1. The Council Chair will meet semi-annually with the CAO, and quarterly with the Director of the Office of Human Resources. Additional meetings with the CAO and/or Human Resources Director shall be scheduled as needed.
2. Information – The Diversity Council may require information from various agencies, departments, etc. as it deems necessary for the conduct of its monitoring responsibility. The Council may request that the department head or designee provide reports on departmental diversity initiatives in which the Council will be involved occasionally.
3. Other Meetings - The Diversity Council Chair, Vice-Chair, or Council members may conduct meetings with department heads or their designees, employee associations, or community-based organizations as deemed necessary for the responsible conduct of Council business.
4. Minutes – the minutes and all correspondence of the Diversity Council should be a matter of public record. The minutes may be a summary and shall reflect each item considered, the action taken, and the results of voting or consensus polling.

C. Meetings of the Diversity Council

1. Frequency - The Diversity Council shall hold regular open meetings and such other meetings as may be called by the Chairperson. Special meetings may be called when requested by at least three members of the Council or by the Director of the Office of Human Resources.
2. Committees – The Chair may appoint committees or working groups at his or her discretion. Such committees may be long-term/standing or short-term/task oriented. Committees and short-term working groups will be dissolved when their work has been completed.

VII. Amendments

These bylaws may be amended by a simple majority vote of the members present.

NOTE: These bylaws were adopted effective: April 24, 1997

The amendments to these bylaws were adopted effective: May 27, 1999

DEFINITIONS

Equal Employment Opportunity

A policy of treating all applicants and employees with fairness in all aspects of employment and without regard to race, color, creed, national origin, sex, age, political or religious affiliation, marital status, or physical or mental disability.

Individual with a Disability

An individual who has a physical or mental impairment, has a record of such impairment, or who is regarded as having an impairment, which substantially limits one or more major life activities such as self care, performing manual tasks, walking, seeing, hearing, speaking, breathing, working and learning.

Minority

Includes Black (African American), Hispanic, Asian, American Indian, (Native American, Aleuts and Eskimos)

Job Categories

The following job categories have been established by the Equal Employment Opportunity Commission (EEOC) and are used in the County's Diversity Plan. The definitions are taken from the EEOC Form 164, State and Local Government Information booklet:

a. Officials and Administrators

Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis: Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, examiners, wardens, superintendents, sheriffs, police and fire chiefs and inspectors and kindred workers. (In the County, this category includes **top - level management** positions such as: department/agency heads, deputies and division chiefs in larger departments and **mid - level management** positions in occupational groups such as: division chiefs in smaller departments, section chiefs, fire chiefs, assistant chiefs, nurse managers, environmental protection managers).

b. Professionals

Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: Personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, vocational rehabilitation counselors, teachers, police and fire captains and lieutenants and kindred workers. (This category includes nurses, librarians, social workers and other professionals positions such as: Administration Specialist, Human Resource Specialist, Accountant, Architect, Attorney, Engineer, Investigator, Construction Code Analyst, Computer Analyst/ Programmer, Planner, Psychologists, Therapist, Recreation Specialist).

c. Technicians

Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training: computer programmers and operators, drafters and surveyors, licensed practical nurses, photographers, highway technicians, police and fire sergeants. (County-wide positions such as: Health Room Technician, Hearing & Vision Screening Technicians, Code Enforcement Inspector, Engineer Technician, Traffic Signal Technician, Office Automation Administrator, Transit Coordinator, Computer Operator, and Police Technician are included in this category. **Technician - First Line Supervisors** - Lead positions in the Technician series are also included as well as Sergeants in the Protective Service category.

d. Protective Service Workers

Occupations in which workers are entrusted with public safety security and protection from destructive forces. Includes: police patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers detectives and kindred workers. (Crossing Guards are included in this category)

e. Paraprofessionals

Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern or staff development and promotion under a "NEW Careers" concept. Includes: library assistant, research assistants, medical aids, child support workers, police auxiliary, research assistants, recreation assistants, home health aides and kindred workers. (Positions in this category include: Community Services Aides, Fiscal Assistants, Budget Assistants and Legal Assistants throughout the County. **Paraprofessionals - First Line Supervisor** are lead positions in the paraprofessional series and general office supervisors).

f. **Office and Clerical**

Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, office machine operators, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors. (This category is traditionally female and includes: Administrative Aides, Office Services Coordinators, Office Clerks, Cashiers, Executive Administrative Aides, Data Entry Operators, Legal Secretaries, Supply Clerks, and Transit Information Assistants and other related positions. **Other Clerical** positions include: Library Desk Assistant, Messenger, Mail Clerk, Liquor Store Clerk, and Stock Clerks. **Office Clerical - First Line Supervisor** are supervisory positions in the clerical series, general office and supply clerks, mail room and print shop).

g. **Skilled Craft**

Occupations in which workers perform jobs which require special manual skill and thorough on-job-training programs. Includes mechanics and repairmen, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors, typesetters and related workers. (County positions include: Carpenters, Electricians, Equipment Operators, Mechanics, Plumbers, Print Typesetters, Truck Drivers this category. **Skilled Craft - First Line Supervisors** includes supervisors of the various skilled trades listed above).

h. **Service Maintenance**

Occupations in which workers perform duties which result in or contribute to the comfort, convenience or comfort, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus operators, garage laborers, custodial personnel, gardeners and grounds keepers, refuse collectors, construction laborers. (County positions in this category include: Bus Operators, Building Service Workers, General Maintenance Workers, and Public Services Workers. **Service Maintenance - First Line Supervisor** In addition to supervisors in the occupational series listed above, District Supervisors, Workforce Leaders and Warehouse Supervisors are included in this category).

Outreach Recruiting

A recruiting program designed to attract minority, female and disabled applicants through the use of organizations, schools and other sources serving large numbers of these individuals.

Upward Mobility

The ability of employees to progress to positions of increasing responsibility.

Utilization

The percent of County Department or agency minority/female representation as compared to the relevant labor market availability.

Workforce Diversity

A workforce representing individuals with diverse backgrounds, characteristics and origins. It is an environment where employees feel included, safe and free to contribute to the success of the organization. It ensures equal access to job opportunities and where employees can develop to their full potential.

RACE/ETHNIC IDENTIFICATION

(EEOC Definitions)

White (not of Hispanic origin): All persons having origin in any of the original peoples of Europe, North Africa or the Middle East.

Black (not of Hispanic origin): All persons having origins in any of the Black racial groups of Africa. (Also referred to as African Americans in this plan)

Hispanic: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

Asian or Pacific Islander: All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands and Samoa.

American Indian or Alaskan Native: All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.